

**FACTORS AFFECTING QUALITY OF PACKAGING MATERIALS
AMONG PRINTING FIRMS IN KENYA: A CASE STUDY OF EURO
PACKAGING LIMITED**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university. No part of this research project should be reproduced without my consent or that of The Management University of Africa

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Declaration by the Supervisor

This research project has been submitted with my approval as The Management University of Africa supervisor

Name.....Signature.....Date.....

Supervisor

DEDICATION

My father the Late Washingtone Amukoa

For earning a honest living for us and for supporting and encouraging me to believe in
myself

My mother Jael Amukoa

A strong and gentle soul who taught me to trust in God and believe in hard work to
achieve success

My brothers Collins, Fred, George, Bonny, Kelvin and sister Mercy along with hard working and respected lecturers

For being there for me during my educational career.

And most of all to our great creator our Almighty God the author of knowledge and
wisdom who made this possible

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ABSTRACT

The main focus of the research study was aimed at investigating the factors affecting quality of packaging material in printing firms in Kenya with reference to Euro Packaging Limited. The specific objectives of the study were training, technology, government policy and raw material. This study will be significant to the organization's management, other companies of the same nature of occupation and future researchers.

The study used descriptive research design where a population of 120 employees was selected from the organization. The study used stratified random sampling design because the population is heterogonous. Data was collected from both primary and secondary sources whereby questionnaires and literature review was done respectively so as to get detailed information. The data was analyzed using pie charts and tables depending on the techniques. Based on the study findings, technology affects quality of production of packaging material in private printing firms which was represented by 70%. Training affect quality of production of packaging material in private printing firms represented by 87%. Government policy affect quality of production of packaging material in private printing firms which was represented by 79% and the repondents indicated that raw material affects quality of production of packaging material in private printing firms which was represented by 83%. The study recommended that the organization should adopt modern technology which would facilitate efficient performance of duties. The organization should ensure that their employees are well trained through seminers to equip themselves with skills to perform their duties. Rules and regulations which are set by the government should be properly implemented and followed to ensure that quality of production is maintained. The organization should source their raw materials from approved suppliers

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LIST OF ABBREVIATIONS

BML	Business Management and Leadership
KEBS	Kenya Bureau of standards
MUA	Management University of Africa
NCR	Non Conformance Report
NRB	Nairobi
TQM	Total Quality Management
MNC	Multinational corporations

OPERATIONAL DEFINITION OF TERMS

Government Policy	This is a standing plan that establishes general guidelines for decision making. It sets boundaries around decisions including those that can be made and eliminating those that cannot.
RawMaterials	This is a process that is considered part of the overall supply chain management process, and focuses on the tasks of securing the highest quality materials at the lowest rates possible, while also working within the company structure to make sure those materials provide the best possible benefit within the production process.
Technology	Technology can be defined as the equipment people use and the procedure used to produce its product and resources.
Training	This is the process of using organizational resources to achieve organizational goals effectively and efficiently through planning, leading and controlling

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

This chapter will contain the background of the study, profile of the organization, statement of the problem, objective of the study, research questions, significance of the study, limitations of the study and scope of the study

1.1 Background of the Study

The combination of material choice and the packaging form leads to an extensive suite of items that can reasonably be classed as packaging (Saxena, 2006). Whilst the term packaging strictly relates to the functional role played by the assemblage of materials, it will also often be applied to the individual materials that constitute the assemblage or package. The broad function served by each packaging material is a key determinant of its travel distance down the logistics chain and its post-consumption fate. There is little data available on just how much of each of the main material types are consumed for the three broad packaging material functions.

Good packaging benefits society and helps prevent or reduce product waste and facilitates centralized processing and distribution. Proper packaging assures the availability of safe, hygienic and undamaged goods. Correct design and use of packaging also helps reduce the environmental impacts of transportation (Holcomb, 2000).

Packaging exists to deliver products to consumers in perfect condition. Well-designed packaging meets the requirements of the product while minimizing economic and environmental impacts of both the product and its package (Scott 2007). Good packaging uses only as much of the right kind of material as necessary to perform this task. As packaging is reduced, the range of scenarios under which product losses occur rises until the increase in product loss exceeds the savings from the use of less packaging material. Any reduction in packaging beyond that point is a false economy, since total amount of waste in the system increases.

Responsibility for the recovery/recycling of used packaging falls on consumers, local/national governments and all members of the packaging value chain (Sydney 2010). Valid solutions involve the collaboration of all parties to develop compatible

systems for the collection and recovery/recycling of used packaging. Such systems will in turn be integrated with other waste stream management systems as they develop.

Packaging is more than just your product's pretty face. Your package design may affect everything from breakage rates in shipment to whether stores will be willing to stock it. For example, "display ability" is an important concern. The original slanted-roof metal container used for Log Cabin Syrup was changed to a design that was easier to stack after grocers became reluctant to devote the necessary amounts of shelf space to the awkward packages (Peter 2004).

Even though the consumer is not dissatisfied with the packaging available on the market, he would still like to be tempted by functional and attractive packaging ideas, by multisensory appeal and creative design - preferably with packaging ideas made from board (Holcomb 2000). He acknowledges additional benefits and appeal and is even willing to pay an extra charge for them. Product packaging plays an important role in the marketing mix. Packaging plays an important role as a medium in the marketing mix, in promotion campaigns and as a pricing criterion.

Quality is used in many occasions to refer to reliability, usability and good reputation for any product a company provides for its customers. This is true for any business be it a hospital, bank, retail outlet, or school. With that knowledge, companies have realized that in order to attract new customers, providing quality services is the only way to achieve this goal. In order to achieve competitive advantage an organization competes on its reputation for quality, reliability, price and delivery and most people now recognize that quality is the most important of these competitive. Quality management personnel contribute at least as much to the success of their organizations as other professionals in areas such as marketing, finance and accounting, engineering, and operations. In today's global competitive market place the demands of customers are forever increasing and they require improved quality of products and services but are prepared to pay less for their requirements. Continuous improvement in total business activities with a focus on excellence and the customer throughout the entire organization is one of the main means by which companies meet these demands. This is why quality and its management is looked upon by many by

many organizations as the means by which they can gain and maintain a competitive edge over their rivals (James,1993).

Customers recognize that quality is an important attribute in products and services. People will pay a premium to get what they perceive to be higher quality. Suppliers recognize that quality can be an important differentiator between their own offerings and those of competitors (Dale and Bunney, 1999). In the past two decades this quality gap has been greatly reduced between competitive products and services. This is partly due to the contracting (also called outsourcing) of manufacture to countries like India and China, as well internationalization of trade and competition. These countries amongst many others have raised their own standards of quality in order to meet International standards and customer demands. The ISO 9000 series of standards are probably the best known International standards for quality management.

Quality in production embrace all management decisions,policies, plans and actions which have to do with optimization or manufacturing objectives. This involves sales forecasts, production capacity, inventory levels, raw material requirements, production facilities, manpower requirements, product deasign and its manufacturing requirements (K.K Ahuja,2006). In recent times some themes have become more significant including quality culture, the importance of knowledge management, and the role of leadership in promoting and achieving high quality. Disciplines like systems thinking are bringing more holistic approaches to quality so that people, process, and products are considered together rather than independent factors in quality management. The influence of quality thinking has spread to non-traditional applications outside of walls of manufacturing, extending into service sectors and into areas such as sales, marketing, and customer service.

Quality management adopts a number of management principles; that can be used by top management to guide their organizations towards improved performance. Since the organizations depend on their customers, therefore they should understand current and future customer needs, should meet customer requirements and try to exceed the expectations of customers (James R. Evans and William M. Lindsay, 1993)

1.1.1 Profile of Euro Packaging Limited

Established towards the end of 2010, Euro Packaging Ltd has risen to make her mark in the packaging industry by establishing her presence among the top quality packaging suppliers and leading by the motto “Setting the Standards. In the short time of her existence, Euro Packaging has redefined the essence of quality and service, and by the same values, maintained a sizable number of satisfied clientele. They have right from inception, invested in the State of Art machinery & equipment together with a team of qualified and experienced personnel in the Printing & Packaging field, to meet the ever demanding quality standards required by our clientele.

The organization’s machinery are sourced from well known and reputed manufacturers from Europe and Asia and are fully automated with computerized controls and are capable of producing high quality cartons, labels and promotional materials at high speeds. The consistency and strong service levels have increased confidence in our customers thereby helping us to increase our market share. The vision of the organization is to be the preferred world class packaging provider, by embracing constant innovation and technology, and focusing on our customer services and needs. While the core value of the organization is to give the best attention and service to our customers for satisfaction, constant investment in new and sustainable Technology, integrity, accountability, transparency and best professional practices in all our dealings and provision of opportunity for career growth and advancement to our staff while playing our role in nation building by joining hands with other industry players in fostering development in our specific and specialized areas is unavoidable. The aspect of quality in Kenya has been engineered by high level of literacy and availability of information enabling consumers and other customer be more choosy. In order to remain in business and have a competitive advantage in the ever shrinking market, it is important to embrace the fundamentals that in one way or another promotes quality destined to customer satisfaction as well as increasing revenue to the shareholders.

Despite of Euro Packaging Ltd playing a big role in ensuring quality production is achieved to satisfy its clients, complains expressed by the customers through non conformance reports (NCR) raised by a number of customers, rejections of goods or products being accepted at a compromised price are clear indications as for the need

to enhance the service provision standards by improving the quality of printed products for packaging materials. Furthermore, the way in which current and potential customers demands are satisfied have not been adequately addressed in terms of well laid down procedures of quality management systems. The need for the company to have ISO certification as a means of obtaining best practices channeled towards achieving and exceeding customer expectations looms. This is evidenced by the inability of the company to get orders from multinational companies such as Nestle Kenya, Unilever, Wrigley (EA) Ltd, East Africa Breweries Limited which requires ISO certified suppliers for their packaging material. It is against this background this research study was carried out on factors affecting quality of packaging materials among printing firms develop long term solutions.

1.2 Statement of the Problem

Effective packaging in manufacturing industries not only helps to reduce costs but improve the purchasing policies of different organizations worldwide. It can also improve supplier performance; a firm must first have a system to measure to reflect the true value of the relationship which lack in manufacturing industry. This study therefore attempts to address some of the parameters that may affect the metrics used by firms in the packaging of their products.

Food safety is the most major issue for the public and will continue to affect packaging materials; leading companies to seek new packaging that helps ensure healthy and safe products. Packaging that can help prevent mislabeling, spoilage, product tampering, contamination or damage is likely to be in demand. Companies are understanding and increasingly using life-cycle assessments to look at the tradeoffs between rigid and flexible packaging, pointing out that with flexible packaging. Sometimes the objectives of package development seem contradictory. For example, regulations for an over-the-counter drug might require the package to be tamper-evident and child resistant. These intentionally make the package difficult to open. The intended consumer, however, might be handicapped or elderly and be unable to readily open the package. Meeting all goals is a challenge. As people are becoming more health conscious, there is a growing trend towards well packed, branded products, rather than the loose and unpackaged format. Today even a common man is conscious about the food he consumes in day-to-day life. Modern technology is now

an integral part of life with high-end packages usage increasing rapidly. As consumerism is rising, rural is also slowly changing into more of an urban society. The liberalization of the economy, coupled with globalization and the influx of the multinationals, has improved the quality of all types of primary and secondary packaging.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study was to determine factors affecting quality of packaging materials in printing firms in Kenya with reference to Euro Packaging Limited

1.3.2 Specific Objectives

- i. To determine the effects of technology on quality of packaging materials in private printing firms
- ii. To investigate the effects of training on quality of packaging materials in private printing firms
- iii. To evaluate the effects of government policy on quality of packaging materials in private printing firms
- iv. To establish the effects of raw materials on quality of packaging materials in private printing firms

1.4 Research Questions

- i. To what extent do technology affects quality of packaging material in private printing firms?
- ii. In what ways do training affects quality of packaging material in private printing firms?
- iii. How does government policy affect quality of packaging material in private printing firms?
- iv. To what extent do raw material affects quality of packaging material in private printing firms?

1.5 Significance of the Study

1.5.1 Management of Euro Packaging Limited

The management, the staff of Euro Packaging Limited and other companies involved in manufacturing of packaging material would benefit from the study by knowing the factors that affect quality of packaging materials and generate solutions.

1.5.2 Other Researchers

The study would add to the wide academic knowledge in this area which can be used by other researchers as reference in the future. The researchers and research institutions may also study this and may come up with other research studies based on the findings of this research.

1.6 Scope of the Study

The study was carried out to investigate quality of packaging materials among printing firms in Kenya. The study will be conducted at Euro Packaging Limited which is located in Industrial Area. The target population was 130 employees who were selected from top management, middle management and support staff. The study was carried out in the month of May 2017.

1.7 Chapter Summary

The chapter has given an introduction to the research proposal, as well as a background of the study and statement of the problem. It also states what the researcher aims to achieve with this study. It has also explained the reasons that have informed the researcher's decision to carry out the research, the scope to be covered as well as the persons who will benefit from this research and the findings.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter represents the literature review and it indicates contents which covered in the study. Literature is a systematic process of identification, location and analysis of document containing the information relevant to the problem under study (Mugenda and Mugenda 2003). The sources of literature review include textbooks, Internet and other sources on previous researches done in the area of study. Literature review also allocates areas that need further research and contradicting ideas, thus widening the scope of the research.

2.1 Theoretical Review

2.1.1 The Kano Theory of Attractive Quality

Inspired by Herzberg's M-H theory in behavioral science, Kano and his coworkers developed the theory of attractive quality. The theory of attractive quality is useful to better understand different aspects of how customers evaluate a product on offering (Gustafsson 1998). Over the past two decades, this theory has gained exposure and acceptance through articles in various marketing, quality, and operations management journals. The theory of attractive quality has been applied in strategic thinking, business planning, and product development to demonstrate lessons learned in innovation, competitive- ness, and product compliance (Watson 2003).

The theory of attractive quality originated because of the lack of explanatory power of a one-dimensional recognition of quality (Kano 2001). For instance, people are satisfied if the packaging of rice has cooking instructions and dissatisfied if the packaging does not have cooking instructions. For a quality attribute such as religious symbols & images, people are not satisfied if the package does not religious symbols & images, but they are very dissatisfied if it does. To understand the role of quality attributes, Kano et al. (2001) present a model that evaluates patterns of quality, based on customers' satisfaction with specific quality attributes and their degree of sufficiency

Kano model explains how the differences that separate the degree called sufficient by that of excellent when considering the customer's satisfaction. The theory of attractive

quality considers that quality attributes are dynamic, which means that over time, a feature may change from satisfactory to unsatisfactory. Kano model is important for, designing products and services, manufacturing delivering of services, analyzing the characteristics of the product and service, determining customer satisfaction and continuous improvement of quality.

Kano model with five categories of quality attributes - attractive, one-dimensional mandatory indifferent and reverse - is widely used in industry and research. However, the model has a defect that prevents organizations to accurately assess quality attributes taking into account the degree of importance given to certain items as customers.

2.2 Empirical Review

2.2.1 Government Policy

Regulations refers to the legal operating framework within a country. It covers the setting of laws and or statutes that deny or allows the country or institution, freedom to do the activities they were set up for (Lyson 2006). Positive laws are those that assist the firm to conduct business without restrictions or those laws that protect the operation of the firm or the consumers of its products. These include such laws as provision of grants by government and giving concessions. Negative laws refer to those laws that place restrictions on the activities of the firm. These include all kinds of licenses, import regulations, taxes and minimum wage laws. Governments worldwide have recognized the importance and impact of policies on their economies. Policies lead to set up of minimum standards, which have significant pro-competitive effects such as increasing competition, solving issues such as product compatibility and consumer safety.

Countries that are leaders in developing standards are at a competitive advantage and internationally accepted standards are fundamental to the expansion of international trade. While the benefits of standard are widely recognized, so are the potential downsides. By their very nature, standards setting activities that are improperly conducted can discover age or even eliminate competition, giving rise to antitrust concerns. In their role as regulators, governments therefore have a duty to police policy setting in order to prevent abuse of the setting process through its agencies

such as The Kenya Bureau of Standards. KEBS is a government agency responsible for governing and maintaining the Standards and practices in relation to products, measurements, materials and processes. It was established by an Act of Parliament of Kenya's National Assembly. Government policies are inevitably made mandatory through legislation. Policies are rules or procedures put aside by an organization, department or the government in carrying out specific functions. It is a deliberate plan of action to guide decision and achieve rational outcome. The term may apply to government, private sector organizations and individuals (Burt, 1996).

Public institutions can limit or even bar entry by requiring licenses and permit (Lyson 2006). Also stringent public institutions are mandated by government policies to follow procurement procedures as they are set. Thompson added that Government policies also encourages or foster procurement procedures. The contents of the policies include a purpose statement, outlining why the organization is issuing the policy, what is the desired effect of the policy and when should be effective date indicating when the policy comes into force.

Governments all over the world are an important aspect of their economy. Even in the so called Economies such as the US, government intervention in industry now is minimal increasingly from a license driven mindset the government has shifted to regulating the industry through various regulatory bodies. Further, government is an important buyer and seller of goods and services. Public sector firms', defense forces, and other government agencies participate in the economy as buyers and sellers of goods and services thereby influencing policy matters. A marketer needs to not only understand these policies but also the political philosophy and ideologies of major political groups and individuals (Rajan Saxena 2006)

The government can limit or even foreclose entry to industries, with such limit or even foreclose entry to industries, with such controls as license requirements limits on access to raw material and tax incentives. The government can play a major indirect role by affecting entry barrier through such controls as air and water pollution standards and safety regulations (John et al 2008).

Many agencies at all levels of government are involved with regulation business practices for the purpose of protecting consumers' welfare. Some government programs are also designed to influence certain consumer actions directly (such as the use of auto seatbelts) and discourage others (speeding drugs abuse, and so on) that's according to Loudon & Della (1993)

Well concerned regulation can encourage competition and ensure fair competition in the market for goods and services. This may help reducing some of the competition practices thus the government develop public policy to guide commerce by set of laws and legislation that limits business or the good of society as a whole. Every marketing activity is a subject to wide range of laws and legislation over years for instance produce safety truth during advertising, consumer privacy, packing and labeling, pricing, environment protection, fair trade practices and competition (Cary Armstrong 2000)

New laws and their enforcement will continue to increase thus business executive must watch these development when planning their products or even their packaging and marketing programs and by so doing they will know about the major laws protecting competitor, consumer and society According to Kottler (2008)

Changes in political government often lead to changes in the legal government and in the way existing laws are enforced. It is hard for dairy products firms in the country to know all the relevant laws but it is important that they do so because the legal environment set basil rules for how business can operate in a society. The legal environment may survey limits choices in changes in laws and they are interpreted (McCarthy (1994).

Business managers are both subject to criminal and civil laws penalties for breaking civic laws limited to blocking or forcing actions with firms on protecting competition, also these laws not only protect competition but also more towards protects and stand behind a firms product. Some laws that a government uses to protect consumers are packaging levels, environmental issues. Another law is produce safety control. This act ensures that the products are on to safety standards. Due to this reason, safety must

be considered aware of regulation for starting a business e.g. licenses, tax payments and regulation prohibiting certain activities (Mc Carlo 1994).

Government rules and regulation forces harsh economic disincentives on public products and services consumption through high taxes, court fines and sail fines and this could force a sizeable portion through smuggling and other form of tax evasion according to Washington (2008).

Regulation of the business by the various levels of government is extensive. Regulation to such areas as the environment, safety, produce liability and taxation government or the lack of it, affects the way business is conducted (Arnold N Chapman & Ramakrishman 2009).

The Internet and E-Commerce have created new situations that have generated sweeping proposal for fundamental changes in contract law. A government is an organization that has the power to make and enforce laws for a certain territory. To govern means the power to administrate whether over an area of land, a set of group of people or an association (According to Lyson 2006).

Government usually aims not to complete price stability but for a low and stable rate of inflation complete price determination or zero inflation would mean that the general price is not changing. A host to country may have different laws concerning profit determination which may range from guidelines for determining the price to complete procedures for arriving at price, amounting to virtual control over prices. This governing body may be a system by which a community is governed. The government sets the rules of conduct and enforces them to control and regulate the conduct of people to protect their property and contractual rights with an access to security justice Lyson (2006). The government seeks more socially acceptable objectives some of them being to achieve accepted standard of equity, to protect individuals form others and from themselves not forgetting to stabilize the economy against income and price level fluctuation.

Government interventions usually involve both direct cost of administration and indirect cost associated with interface with the price mechanism. Policy tries to focus everyone in an organization to a common goal priority by translating corporate

strategy into measurable objectives throughout the various function and levels of the organization. As a result everyone in the organization understands the strategic plan and is able to drive several goals from the plan and determines how each goal lies into their own daily activities. Period up to 1900, European and American industries system developed in its French system of economics such systems implied production and distribution of goods and services without government regulations. Free market economy prevailed over considerable long period of 150 years. The rule by government determines the performance of the organization with well regulated rules by the government and some restrictions by the same. Like rules concerning E – Commerce development brings success of the business to the hand of business owners. The set rules by the government help to work in accordance with the formulated rules. These formulated rules by the government helps the managers to set clear rules to govern their organizations which leads to its success meaning of the same information. Keynesians, who based their work on the ideas of John Maynard Keynes, believes that market failure is a common occurrence (Roberts, 2000).

Government regulations are designed to improve workings of the economy. Government will differ in the emphasis they give to particular objectives and the ways in which they try to achieve these. These differences will reflect the economic circumstances of the time, the extent to which the instruments it has and its priorities. However despite these differences there seems to be broad agreement on the main aims which include: a high level of employment, a relatively stable price level, a satisfactory balance of payments position and a steady rate of economic growth. Other major economic objectives a government may have are more even distributed of income and wealth and cleaner environment. The framework of economic policy should determine the objectives then the target has to be selected. Targets are the variables through which the government attempts to achieve its objectives. The next task is to choose the instruments of policy to be used in pursuit of objectives. These instruments are based upon some available range of measures for example; the government might decide that its objective is to reduce unemployment. For this purpose it may seek to influence (target) aggregate demand. To do this it might choose to use the instruments of taxation and government spending. The particular

measures adopted might be a reduction in income tax and/or an increase in public spending on housing and roads (Grant, 2000).

2.2.2 Raw Material

Raw materials management is a process that is considered part of the overall supply chain management process, and focuses on the tasks of securing the highest quality materials at the lowest rates possible, while also working within the company structure to make sure those materials provide the best possible benefit within the production process. This means that the wide scope of raw materials management begins with the evaluation and acquisition of the raw materials, moves on through the use of those materials in the manufacturing process, and even involves assessing the amount of waste that is present after those materials are made into finished goods. At its best, this type of management process not only saves the company money in terms of expenses but also aids in reducing waste and allowing the company to enjoy more profit from each finished unit that is sold (Jessop et al., 2004).

The horizon of purchasing of awareness determines whether the contribution made by purchasing to an organization or institution is transactional or strategic procurement staff that never looks beyond fulfilling the requirement of the current week area little more than expert expenditures (Lysons 2006). Only on the basis of intelligence can strength, weakness, threats, opportunities and that impact the supplier be evaluated. Business intelligence also provides information on how organization and procurement as an activity within the business is performing relatively to competitions. The tasks of raw materials management begins with the assessment and selection of the materials needed in order to manufacture goods. Buying raw materials calls for identifying the standards that must be met in order to produce the quality of finished goods desired. To that end, the manager will devote time and effort to finding the right materials, using company resources to ensure they are of the right quality level, and then make arrangements to purchase the materials in the quantities desired. As part of the acquisition process, the manager will also attempt to negotiate the best possible price of raw materials for use in the production process. This is often a simpler task when the business volume of the company is high enough to require large amounts of the materials. Here, the focus of raw materials management moves on from the task of

finding the right materials and concentrates on using contractual arrangements complete with discounted pricing or volume purchase pricing to make sure the company has an adequate supply of the right materials to sustain the operation.

Even after the raw materials are evaluated and purchased, the function of raw materials management will continue. As part of the support for the production process, the manager will work with others in the organization to help streamline how those materials are used in the manufacture of goods. The idea is to identify any phases of production in which waste of the materials is occurring, and identify changes that would keep that waste to a minimum. This effort helps to trim production costs, since less waste means more of the purchased materials ultimately are used for finished products. Lower production costs in turn leads to the generation of a higher rate of return off each finished goods that is sold, allowing the company to generate more profits. The process of raw materials management is ongoing. At all times, the efforts to secure raw materials of the right quality level and for the most competitive price is in progress, making it possible for the manager to locate new vendors and possibly save the company more money on the front end. By always being aware of the options open to the company to secure the materials needed for production purposes, the business can minimize any disruptions to production that could occur if the usual vendor is suddenly unable to meet the demand for some reason (Chandan, 2005).

Demand also affects raw materials, which often are made into products or parts. For example, if many businesses need a certain raw material for products, then demand for that material will rise. Demand can affect the cost of raw materials negatively or positively, depending on the businesses selling the materials. The popularity of these items also affects demand if there is a popular shirt made from a certain textile, for example then that textile's demand will increase until the shirt is no longer popular. Most raw materials are graded based on their purity. This is determined by how many other materials are combined with the major material; for example, iron is naturally found with impurities such as carbon, magnesium and sulfur. If there are fewer impurities, the cost of the raw materials typically increases, because the materials are more valuable and manufacturers need to do less work to make them ready for product or part use. For crops, logs, food and textile raw materials, the

purity metric is called quality, and it is determined by how good the material is, and perhaps the material's softness, color or taste. Some raw materials are easy to gather, while others require large, expensive and complicated machines to gather. The ease of gathering affects the cost of raw materials, because it directly affects the overhead costs for companies. If the materials can be extracted with simple machines, then the cost will usually be lower. Materials that need educated workers and expensive machines to be collected typically will cost more (Chandan, 2005).

2.2.3 Technology

The concept of technology has been defined in terms of information and hardware, activities and cause/effect knowledge and the variability of materials and the nature of search processes. Technology involves knowledge and capabilities (such as those found in organizational members and machines), the techniques and procedures available for transforming inputs into outputs, and the processes or activities associated with the application of these technologies. In a similar way, technology as how an organization transform its inputs (such as materials and information) into outputs (products and services), and is considered as one of the internal contingency variable that also influenced the structure of an organization. As indicated that distinct relationships existed between the three basic forms of technology (unit production or batch technology, mass or large batch, and process production or continuous process technology) and the subsequent structure of manufacturing firms. The author also found that the effectiveness of manufacturing firms was related to the fit between technology and structure (Rousseau 2004)

With some exceptions, many of the studies suggested strong support for the existence of the technology-structure and performance relationships (Rousseau 2004). In addition, the research reviews carried out by revealed that managers expressed the need to place technological decisions in the context of management. In another study that examined firms that used technology as part of their competitive strategies, reported that a strategy that emphasized technology is not necessary the best. Regardless of their organizational size, Frohman concluded that if a firm decides to exploit technology as a competitive weapon, it must also fulfill the following three conditions: have top management orientation, have project selection criteria and have appropriate systems and structure.

Technology provides a firm with the opportunity of a source of competitive advantage (Ackroyd 2005). As such, the author proposed that strategic management in firms should respond to this technological opportunity and integrate technology with their business strategy. The effects of technology on the strategic making decision process suggested that information technology improved decision making efficiency and effectiveness at each stage of the strategic decision process. The study conducted by Schroeder, found the linkages between strategy such as rebranding, technology and performance in small manufacturing firms. The authors concluded that failure to adopt an appropriate new technology or the failure to realign a firm's strategy to the new technology weakened the firm's competitive position as well as affects its performance. Another study carried out discovered that although information technology firms lack structure (lack hierarchy), these firms are highly successful in terms of sales turnover and value-added due to their adoption of high technology. These authors emphasized the important relationships that exist between technology, strategy, structure and organizational performance. The authors also claimed that superior utilization of technology is one the most important ingredient of economic success.

The policies and procedures of inventory control function has traditionally been associated with considerable amounts of data, requiring a commensurate amount of paper work and administration, the system established to initiate activity, communicate requirements and store data have been based upon manual procedures and storage of information in a hard copy version as paper. The development of information technology based around integrated hardware and Software systems, has facilitated major change with all organizations and has revolutionized the way in which information can be communicated, stored and accessed. In collecting information, evidently the management needs to know the status of its order and the suppliers need to be able to anticipate an incoming order from the manufacturer. The primary goal of IT in the supply chain is to link the point of production seamlessly with the point of delivery or purchase (Bailey et al, 2007).

The idea is to have an information trail that follows the product physical path which allows planning, tracking and estimating lead-times, based on real data. The

analyzing and planning of the activities aims at making trade-offs based on information. From the entire supply chain, IT allows companies or organizations to manage uncertainty for example through risk sharing or information sharing, and achieve global optimization. The availability of information regarding the status of products and material is the basis on which intelligent supply chain decisions can be made. Furthermore, it is not sufficient to simply track products across the supply chain; there is also a need to alert diverse systems to the implications of this movement (Bailey et al, 2007).

A company's technology can be defined as the equipment, people and procedure used to produce its own products and services. The choice of technology affects every aspect of production process. A company's technological capability and the ways in which it uses technology are important strategic issues (Martinich 2005). More recent technological advances are dramatically changing the structure of the modern organization from the assembly line to the executive suites new manufacturing and information processing technologies are revolutionizing life in organization's activities. Technology can be grouped into two categories namely; information technology and communication. The two categories affect, marketing in one way or another. Bill Gates, chairman of Microsoft states the internet is not just another sales channel; it will transform your business. The future company will operate with a digital nervous system. Technology has an impact on the organization as a whole e.g. linking the customers to the system, can improve efficiently and more effectively by providing better service to customers.

The application of technology has improved the organization's ability to respond to each customer or client's unique products/service needs. Computer systems can help an organization record, process and keep track of the many details needed to provide customers with what they want, when they want it, and in the manner that they want. Technology will help an organization to answer customer's queries faster and to keep on customer's wants/needs. Technology has enabled the exchange of information between men and machines through voice, image, data or multimedia which basically characterizes future information technology infrastructure which is driving our society's dramatic transformation to information based on economy. The availability

of such enables the information that is used or passed to be simple, secure, reliable and cost effective (Bailey et al., 2007).

Technical change and development is not a new phenomenon, it is a feature of human history. Although the technological development is not confined to computing and electronics, from all of these technological changes the information technology is accepted the richest one but consequently a very wide one. The consequences of technical change depend on factors other than the capabilities and features of the technology. Modern-day advanced technologies generally fall into two broad categories; technologies related to manufacturing and technologies related to administration. Market trend of technology is changing rapidly. Therefore many organizations will change their strategies and re-position to par up with technology movement. In his study, she found that True Corporation and TOT, the giant telecommunication companies in Thailand, chose to change its name to prepare for the new technology era and to support a new direction. Not only new direction but the organization also wanted to combine the existing brands in some manner. Umbrella branding may be appropriate for the companies while single banner brand is used worldwide for almost the entire product line of the company (Lucey 2007).

Technology includes artifacts such as computers and software, aircraft, water-treatment plants, microwave ovens and others. However, technology is more than these tangible products. Technology includes the entire infrastructure necessary for the design, manufacture, operation, and repair of technological artifacts. The knowledge and processes used to create and to operate technological artifacts engineering know-how, manufacturing expertise, and various technical skills are equally important part of technology. Technology has unleashed a tidal wave of technological innovation in the collecting, storing, processing, transmission, and presentation of information that has not only transformed the information technology sector itself into a highly dynamic and expanding field of activity - creating new markets and generating new investment, income, and jobs- but also provided other sectors with more rapid and efficient mechanisms for responding to shifts in demand patterns and changes in international comparative advantages, through more efficient production processes and new and improved products and services (Lucey, 2007).

The last decade has witnessed a rapid expansion in the power and importance of communications technology. Advances in computing and communications are shaping global information networking in ways that minimize cost, reduce the time and distance involved. Along with this, the ability to collect, analyze and transmit data has increased massively. Local knowledge can be captured, disseminated among economic agents and blended with global knowledge by so doing, communications technology has reduced transaction costs, facilitated the achievement of economies of scope and introduced rapid customization. Change of technology has posed a great challenge to small businesses. Since the mid-1990s there has been a growing concern about the impact of technological change on the work of micro and small enterprises. Even with change in technology, many small business entrepreneurs appear to be unfamiliar with new technologies. Those who seem to be well positioned, they are most often unaware of this technology and if they know, it is not either locally available or not affordable or not situated to local conditions. Foreign firms still remain in the forefront in accessing the new technologies. In most of the African nations, Kenya inclusive, the challenge of connecting indigenous small enterprises with foreign investors and speeding up technological upgrading still persists. There is digital divide between the rural and urban Kenya. With no power supply in most of the rural areas, it is next to impossible to have Internet connectivity and access to information and networks that are core in any enterprise (Lucey, 2007).

The benefits of the information revolution are not limited to large businesses but can also be exploited by small enterprises to make contacts, check prices, display goods and enter into contracts. Evidence from Ghana indicates that small scale enterprises without telecommunications can waste up to half their work time traveling from place to place. Resource constraints preclude small enterprises from seizing these opportunities on their own; implying that supportive mechanisms are likely to have higher payoff. Information technology has the potential of linking even poor buyers and sellers to daily market prices for commodities in cities, thus changing their negotiating power in fundamental ways (Lucey,2007). For instance, a project by Tropical Whole Foods has enabled co- operatives and small businesses in Burkina Faso, South Africa, Uganda and Zambia trading in dried fruit to exchange information via electronic mail. Network members exchange business advice, and share financial

and output figures. In this way, market surpluses and deficits have been avoided in a cost-effective manner.

2.2.4 Training

Training is of particular significance to knowledge based organizations. He emphasizes the importance of an education system that is epitomized by the esteemed apprentice education system. This, he urges that provide well qualified middle level workers who are able to operate in a fairly autonomous manner in the organization, thus availing success. He concludes that formal education training plays a large part in making an individual marketable and that the knowledge and skills learned are owned by the individual. Professionalism relies on coordination of the standardization of skills to produce standardize products and services. This level of professionalism can only be achieved through formal training on the other hand notes the ever-changing roles of sales force. He reports that for short term forecast (quarterly) it is likely that sales representatives can do a better job than can be done using more sophisticated objectives methods- particularly during times of great change. This he argues is because of the sales representatives' knowledge of the probable demand of major accounts for the product over the next several months. He therefore advises that the use of sales force to prepare forecasts has the obvious advantage of involving all sales representatives and making them responsible for achieving the sales target. He however fails to note the essence of training to enable the sale force to carry out these forecast and analysis with accuracy (Koontz ,2000).

When people act, they learn, that learning involves changes in an individual's behaviour arising from experience and as such most of human behaviour is learnt (Aquilano,2001). He agrees with learning theorists on the belief that learning is produced through the interplay of drives, stimuli, cues, responses and reinforcement. He explains further that a drive is a strong internal stimulus impelling action, while cues are minor stimuli that determine when, where and how a person responds. He further says that learning theory teaches marketers that they can build demand for product by associating it with strong drives, using motivating cues and providing positive reinforcement. As such the sales force must be update with changes in technology, customer tastes and new skills in order to keep the company on a competitive edge. This calls for consistent and proactive training. One of the most

powerful benefits of collecting satisfaction data is the ability to analyze service down to the technician level. This gives companies the ability to offer targeted training to managers based on areas needing improvement. Handling the customer entails everything from setting customer expectations properly to always looking at the situation from the customer's point of view

Companies that collect customer satisfaction data have come up with very creative ways to train and motivate managers using this information. This relatively effortless act can be a catalyst to train and motivate managers to improve service delivery. The company needs to train its managers on effective manager of personnel to enable all staff to be at a position to offer effective and efficient services to sales force. This will lead to satisfied sales force hence, loyal sales force that would be retained in the company. One of the most powerful benefits of collecting satisfaction data is the ability to analyze service down to the technician level. This gives companies the ability to offer targeted training to technicians based on areas needing improvement. Handling the customer entails everything from setting customer expectations properly to always looking at the situation from the customer's point of view. One of the most powerful benefits of collecting satisfaction data is the ability to analyze service down to the technician level. This gives companies the ability to offer targeted training to managers based on areas needing improvement. Handling the customer entails everything from setting customer expectations properly to always looking at the situation from the customer's point of view. Companies that collect customer satisfaction data have come up with very creative ways to train and motivate managers using this information. This relatively effortless act can be a catalyst to train and motivate managers to improve service delivery. Training and awarding top performers in the training programme can encourage the trainees to take seriously the need for training (Aquilano, 2001).

Training programs can affect work behaviour in two ways. The most obvious is by directly improving the skills necessary for the employee to successfully complete his or her job. An increase in ability improves the employee's potential to perform at a higher level. Of course, whether that potential becomes realized is largely an issue of motivation. A second benefit from training is that it increases an employee's self efficiency. Self efficiency is a person's expectation that he or she can successfully

execute the behaviours required to produce an outcome. For managers, those behaviours are work tasks and outcome is effective job performance. Managers with high self efficiency have strong expectations about their abilities to perform successfully in new situations. They are confident and expect to be successful. Training then is a means to positively affect self efficiency because managers may be more willing to undertake job tasks and exert a high level of effort. Or in expectancy terms, individuals are more likely to perceive their effort as leading to performance (Koontz, 2000).

We can also discuss career development in this chapter. We noted the significant decline in formal programs intended to guide an employee's career within a single organization. But managers will still value career planning and development. So organizations can increase employee commitment, loyalty and satisfaction by encouraging and guiding managers in developing a self managed career plan, and by clearly communicating the organization's goals and future strategies, giving managers growth experiences, offering banking assistance to help managers keep their knowledge and skills current, and providing paid time off from work for off the job training. Rewarding performing service departments with things such as simple trophy or a fun outing can create enthusiasm and teamwork. Allocating cash bonuses based on customer service satisfaction results achieved through meeting various training targets can naturally increase employee satisfaction levels, suggesting that the higher the satisfaction scores, the bigger the bonuses Managers respond to positive feedback, and sharing positive customer comments and Customer Service Improvement Program satisfaction feedback with managers can enhance employee satisfaction levels. If positioned correctly with rewards for outstanding performance, comparing satisfaction results achieved by various training programs between different groups can create a natural competitiveness among peers and elevate service levels. It can also help managers better understand the importance of their jobs and how their individual performance correlates to higher customer satisfaction levels (Berman, 2005).

It is important to know how a customer is handled because we learn from complaints which should be treated well. The way we solve their problems has crucial long term ramifications, top customer loyalty and success of the organization. Martin further

stresses that a customer's positive or negative reaction to a given customer service interaction are strongly influenced by what he/she sees. Sight is a dominant sense that colors our perception or our experience. He says when managers are communicating to sales force; they should match their body language and tone of voice all together. Training and awarding top performing service departments with things as simple as a trophy or a fun outing can create enthusiasm and teamwork. Allocating cash bonuses based on customer service satisfaction results achieved through meeting various training targets can naturally increase employee satisfaction levels, suggesting that the higher the satisfaction scores, the bigger the bonuses. Managers respond to positive feedback, and sharing positive customer comments and satisfaction feedback with managers can enhance employee satisfaction levels. If positioned correctly with rewards for outstanding performance, comparing satisfaction results achieved by various training programs between different groups can create a natural competitiveness among peers and elevate service levels. It can also help managers better understand the importance of their jobs and how their individual performance correlates to higher customer satisfaction levels (Berman 2005).

Any change process comes with new processes which the employees have to be trained in. these includes new reporting procedures and technical processes of reporting and production and reporting. As observed competent employees do not remain competent forever and especially in the face of continually changing environment. Their skills with time become obsolete or at best may deteriorate. The success of a change management process depends on how well the employees are trained to perform the newly introduced tasks. This is the reason why each year, corporations spend billions around the world training, he concludes. Training can include anything from teaching employees basic reading skills to advanced courses in executive leadership. The general skill categories include but not limited to basic literacy, technical, interpersonal, and problem solving as well as ethics training. Most organizations increasingly have to provide basic reading and math skills for their employees. This is important for the success of the change management process. A workforce that is able to understand the new instructions is far much the most important resource top the success of a change management process, explains (Koontz, 2000).

Among the most common form of training that comes with a change process is technical skills. As observed that this is directed at upgrading and improving an employee's technical skill. This form of training has increasingly become important for two reasons, namely, the emergence of new technology and new structural designs. New technologies and improved methods lead to a constant change in jobs. Workers in motor vehicle repair have to undergo massive technical retraining to fix and maintain recent models with computer monitoring machines, electronic stabilizing systems and other innovations. Similarly, computer- controlled equipment has required employees to acquire new set of skills. Technical skills have become increasingly important because of changes in organization design. Change in management is characterized by flattening structures, expansion in the use of teams and breakdown of traditional departmental barriers. This calls for employees to learn a wider variety of new tasks (Koontz, 2000).

Almost all employees belong to work unit. Their work performance therefore depends on their ability to effectively interact with their co- workers and their boss. Some employees may have excellent interpersonal skills but others may require training to improve on their interpersonal skills. Any change process may be targeted at an individual or a given sub unit within the organization. The success of any change management process is heavily depends on the ability of the workers implementing the change process to work in a team. Training in interpersonal skills includes learning how to be a good listener, how to communicate ideas more clearly, and how to be a more effective team player. A change process in any organization is bound to experience problems which the managers of change as well as the employees implementing the change process should be able to solve in order to ensure the management of the change process is efficient. Managers as well as other employees who perform non- routine jobs have to solve problems on their jobs. In cases where people anticipate these problems but are inadequately equipped to solve them, then they can participate in problem solving training (Koontz ,2000).

2.3 Summary and Research Gaps

Packaging is one of the most important marketing tools in national and international dimensions that has shown key role in increasing sales, reducing inventory and maximizing benefit of manufacturing to enhance their competitiveness in domestic

and international markets, for many years organizations are considering about packaging issue and use Design, graphics, colors, and apply the appropriate Packaging for increase their share in the competitive markets (Khakbaz, 2005). On the other hand, policies governing packaging and sustenance have not been addressed to the latter to address quality packaging in printing firms. From the literature, it is evident that most of the author's remarks were general not specific to quality packaging thus need for further research to capture and address the gaps that have been identified by the researcher.

Review of the theoretical literature suggests that although the Kano Theory of Attractive Packaging has been utilized successfully to analyze various types of packaging it has received limited and different amounts of attention in industries. Thus, packaging designers have lacked complete knowledge of the interests and tastes of consumers. They need to know how the various design elements of packaging that can affect consumer preferences and influence their buying decision (Dadras, 2015). In this case, demographic factors are very important because consumers have varied preference (interests and tastes) of the packaging appearance design approach due to the difference in the quality of demographic factors. Demographic factors (sometimes called personal factors) are about population features (Dadras, 2015).

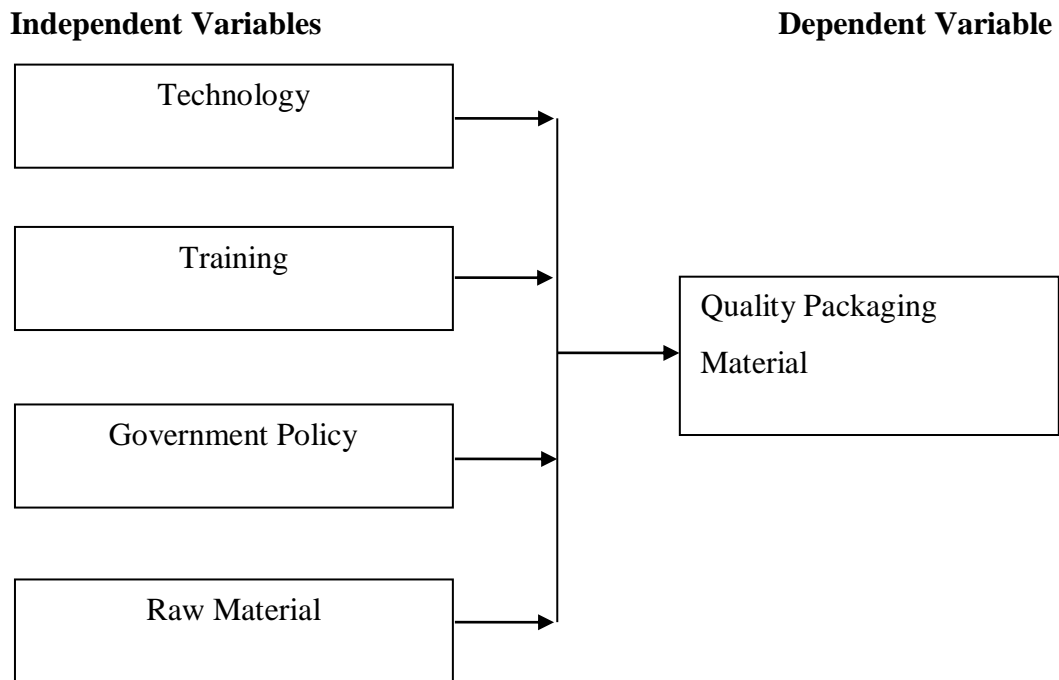
Packaging and product developments, nowadays, are inseparable and stand together. Although, organizations face a lot of new problems during product-packaging system design, which can be seen in many well-known product design methods, these product design methods are only useful if organizations modify them, according to the special fields of packaging. Packaging is one of the biggest waste producers, so the environmental requirements put packaging and its methods more and more into the spotlight.

The government sets the rules of conduct and enforces them to control and regulate the conduct of people to protect their property and contractual rights with an access to security justice. Policy is a standing plan that establishes general guidelines for decision making. It sets boundaries around decisions including those that can be made

and eliminating those that cannot. The policies are made to ensure that there is a level playing field so that there is no unfairness in exploitation or use of resources.

2.4 Conceptual Framework

Figure 2.1 Conceptual Framework



Source: Author (2017)

2.5 Operationalization of Variables

The more people use recent advancement of technology to their business the more competitive they become. Hence this independent variable affects the dependent variable tremendously. Unless business embrace technology, the more they will lag behind. Technology offers customer's needs and organization's solutions. Policy is a standing plan that establishes general guidelines for decision making. It sets boundaries around decisions including those that can be made and eliminating those that cannot. The policies are made to ensure that there is a level playing field so that there is no unfairness in exploitation or use of resources. The kind and source of the substrate used to print on such as paper and board tremendously determines the quality of print that come out. Well coated and furnished material gives appealing output as compared to material that has poor finishing and coating

This means that the employees of the organization are well trained and have the respective skills to perform the tasks assigned to them. Therefore employees of the organization need to be well acquainted with information technology in order for the organization to be competitive and also employee's efficiency will be improved. Training is a planned process to modify attitude, knowledge or skills, behaviour through learning experience to achieve performance in any activity or range of activities. Its purpose in the work place is to develop the individual and to satisfy the current and future organizational goal. Manpower needs of the organization must be looked into. Effective training contributes to organization performance.

2.6 Chapter Summary

In this chapter the study has reviewed literature on the need to identify the factors affecting quality of packaging materials in printing firms. The Chapter reviewed the literature on effect of technology, training, government policy and raw materials. The chapter also contains the conceptual framework and operationalization of variables.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter dealt with research methodology and procedures that was used in carrying out the study. It described the methods that the research applied in carrying out the study. It detailed the research design, target population sampling techniques instruments for data collection and data analysis.

3.1 Research Design

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research. A descriptive research design was employed in this study. Descriptive research design determines and reports the way things are. It portrays the facts as they really are; if another researcher goes to the field now, he or she finds the situation as described (Mugenda & Mugenda, 2003).

3.2 Target Population

A population is an entire group of individuals, events or objects having common characteristics that conform to a given specification. The population is the full set of cases from which a sample is taken Mugenda and Mugenda, (2003). The population was divided into three groups with distinct sections of top management, middle management and support staff. The total target population for the study was as follows.

Table 3.1 Target Population

Category	Total Population	Percentage
Top Management	4	3
Middle Management	6	5
Support Staff	110	92
Total	120	100

Source: Euro Packaging Limited (2017)

3.3 Sample and Sampling technique

Sampling is the process of selecting units (people or organizations), from a population of interest so that by studying the sample, the results are fairly generalized to the population from which they were chosen (Zikmund,2005). A stratified random technique will be used because the population is heterogeneous. A sample size is a small proportion of an entire population; a selection from the population. The sample size was 43% of the target population. Any sample size above 30% is adequate while carrying out the study (Mugenda and Mugenda, 2003).

Table 3.2 Sample Size

Category	Total Population	Sample Size 43%	Percentage
Top Management	4	2	4
Middle Management	6	3	6
Support Staff	110	46	90
Total	120	51	100

Source: Author (2017)

3.4 Instruments

The researcher developed the instruments with which to collect the necessary information. According to Mugenda and Mugenda (2003), questionnaires have the advantage of time conservation, convenience, as well as anonymity. Structured questions was therefore used in an effort to conserve time and money and to facilitate an easier analysis as they are in immediate usable form. The main advantage of closed ended questions is that they are easy to analyze since they are in their immediate usable form. They are also easy to administer because each time is followed by an alternative answer and is economical to use in terms of time saving.

3.5 Pilot Study

Pilot testing involves conducting a preliminary test of data collection tools and procedures to identify and eliminate problems, allowing programs to make corrective revisions to instruments and data collection procedures to ensure that the data that was collected is reliable and valid (Mugenda,2008). The reliability and validity of research

instruments determines the quality of data collected and hence that of the whole research (Babbie, 1998). Key informants in the three categories of respondents was used in the pilot test to establish the reliability and validity of the instrument. The questionnaires were administered to the key informants and the information was analyzed to establish its validity and reliability. Any questions within the instrument that was found to be unreliable or invalid information was altered in order to result in more reliable and valid information.

Reliability is synonymous with repeatability or stability and a measurement that yields consistent results over time is said to be reliable (Kothari, 2008).

3.5.1 Validity

Validity refers to the accuracy or truthfulness of a measurement in terms of the likelihood that research questions is misunderstood or misinterpreted and on whether the research instruments provide adequate coverage of research objectives. Expert opinions from the supervisor and literature searches was done to help to establish validity. In order to collect reliable data; the researcher designed the questionnaires under the guidance of the study supervisor and discussion with the peers and ask the same question with slightly different wording in different parts of the research instrument or in complementary instruments.

3.6 Data Collection Procedures

The primary data for this study was collected using the questionnaires. Questionnaires were used in collecting data and consist of a mixture of open ended and close ended questions and according to Babbie, (1998) this allows for intensity and richness of individual perceptions in respondent responses. As a method of data collection, questionnaires are appropriate because they are easy to analyze, and are cost effective (Andersen, 2003)

The questionnaires which contain closed and open ended questions was self-administered to the sample respondents. This allowed for intensity and richness of individual perceptions in respondent responses. A letter requesting for information accompanied the questionnaire explaining the purpose of study to the respondents.

3.7 Data Analysis and Presentation

Data analysis procedure includes the process of packaging the collected information putting in order and structuring its main components in a way that the findings can be easily and effectively communicated (Kothari,2004).The collected data was examined and checked for completeness and comprehensibility. The data was summarized, coded and tabulated. Data presentation was done by the use of frequency tables for ease of understanding and interpretations. Qualitative data was analyzed using content analysis to generate qualitative report which was presented in a continuous prose to generate a report according to the objective of the study.

3.8 Ethical Considerations

The study made use of letter of introduction which was given indicating the background and purpose of the research and inform the respondents that they were participating in the research on their own free will. This study also promised not to reveal the identity of the respondents for the sake of security concerns.The respondents were assured that the information they provided was exclusively and solely to be used for academic purposes and was treated with the confidence it deserves and upon request, it would be furnished with a copy of the final report.

3.9 Chapter Summary

This chapter has discussed the research methodology that was used to carry out the research. It describes the sampling methods adopted giving the sample frame, the target population as well as the sample size, how the data was collected and once it was collected, how it was analyzed to present findings that could be used by the researcher to make conclusions.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter discusses the data collected from the respondents in relation to research objectives and questions. It contains the response rate, qualitative analysis and quantitative analysis.

4.2 Presentation of Findings

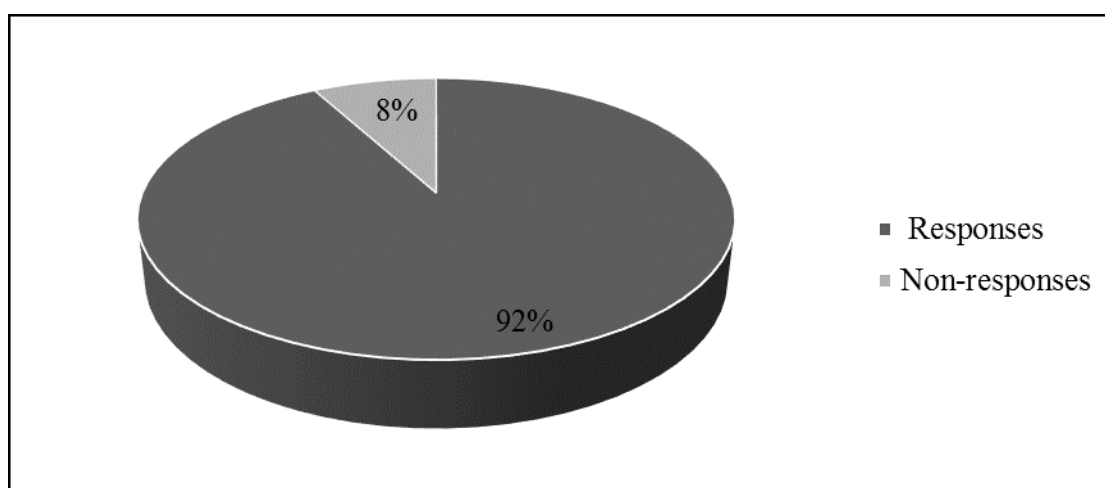
4.2.1 Response Rate

Table 4.1 Response Rate

Category	Frequency	Percentage
Responses	47	92
Non-responses	4	8
Total	51	100

Source: Author (2017)

Figure 4.1 Response Rate



Source: Author (2017)

According to table 4.1 and figure 4.1, showing data analysis on response rate 92% of the total respondents participated effectively while 8% did not. Based on the analysis it can be concluded that the response was high.

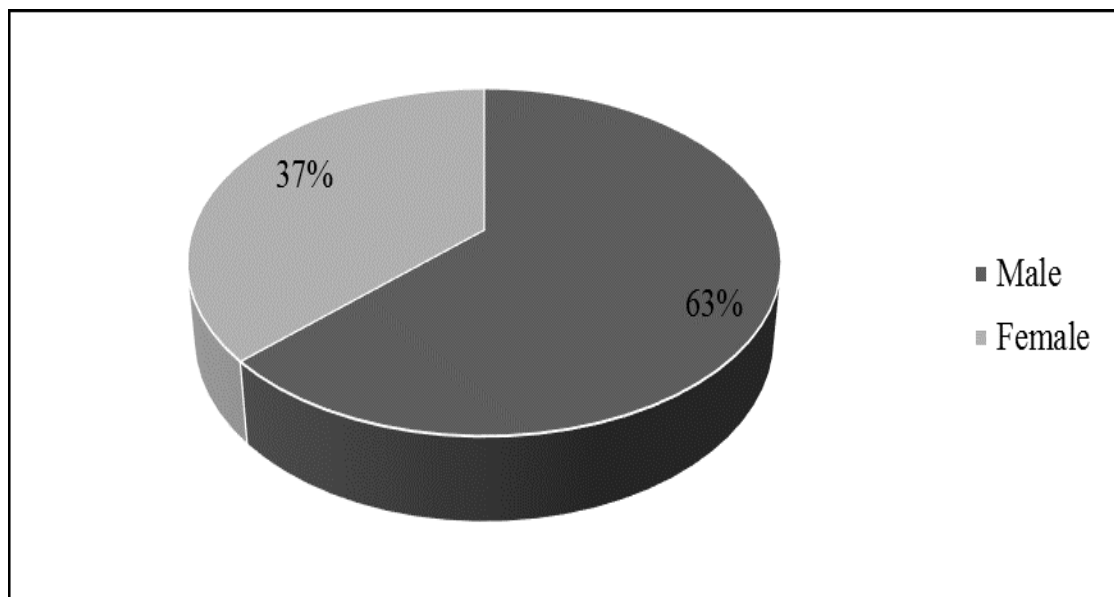
4.2.2 Gender Analysis

Table 4.2 Gender Analysis

Category	Frequency	Percentage
Male	30	63
Female	17	37
Total	47	100

Source: Author (2017)

Figure 4.2 Gender Analysis



Source: Author (2017)

According to table 4.2 and figure 4.2, the total number of male who responded was represented by 63% while the number of female was represented by 37%. From the analysis it can be concluded that both gender was represented in the study.

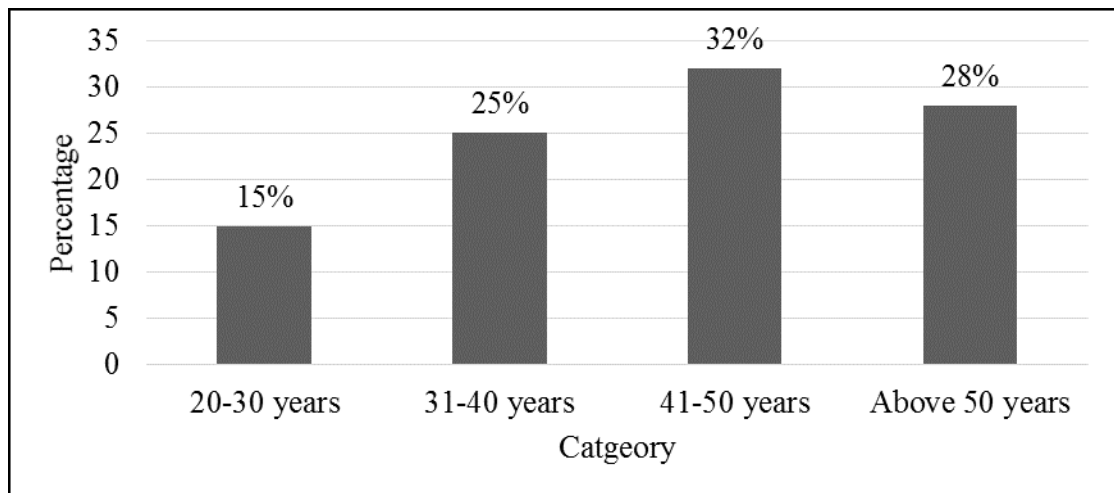
4.2.3 Age Category

Table 4.3 Age Category

Category	Frequency	Percentage
20-30 years	7	15
31-40 years	12	25
41-50 years	15	32
Above 50 years	13	28
Total	47	100

Source: Author (2017)

Figure 4.3 Age Category



Source: Author (2017)

Table 4.3 and figure 4.3 indicate the data analysis on age category of the respondents. Based on the analysis, 15% of the to the total respondents were aged between the age of 20-30 years, 25% stated that were aged between the age of 31-40 years, 41-50 years were 32% while above 50 years were represented by 28%. From the analysis it can be concluded that majority of the respondents were aged 41-50 years.

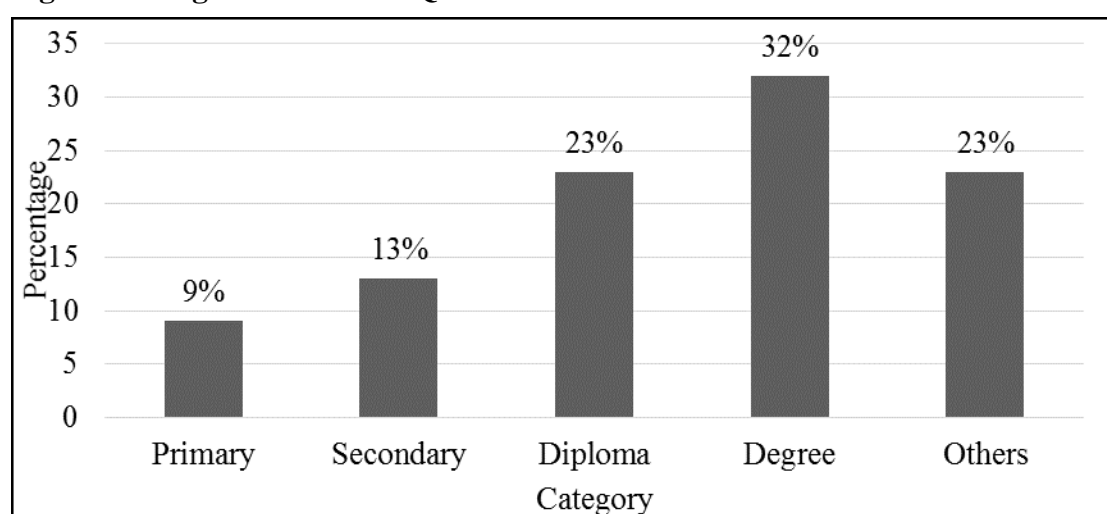
4.2.4 Highest Academic Qualification

Table 4.4 Highest Academic Qualification

Category	Frequency	Percentage
Primary	4	9
Secondary	6	13
Diploma	11	23
Degree	15	32
Others	11	23
Total	47	100

Source: Author (2017)

Figure 4.4 Highest Academic Qualification



Source: Author (2017)

Table 4.4 and figure 4.4 indicate the highest academic qualification of the respondents. From the analysis, 9% of the respondents had primary level of education, 13% had secondary level qualification, 23% had diploma level of education, 32% had degree qualification while others were represented by 23%. The study revealed that majority of respondents had acquired a degree level of education.

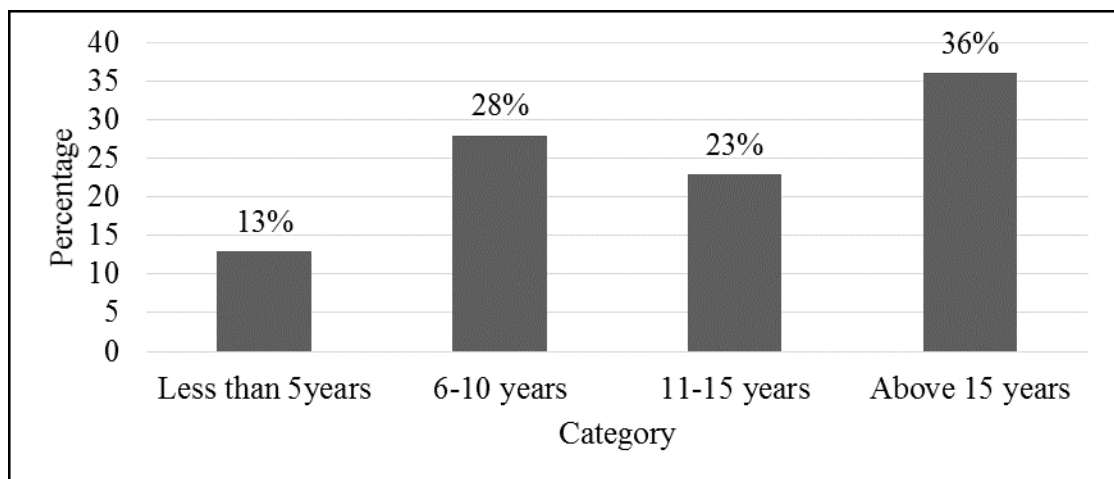
4.2.5 Experience Level

Table 4.5 Experience Level

Category	Frequency	Percentage
Less than 5years	6	13
6-10 years	13	28
11-15 years	11	23
Above 15 years	17	36
Total	47	100

Source: Author (2017)

Figure 4.5 Experience Level



Source: Author (2017)

The analysis on table 4.5 and figure 4.5 indicates the experience level of the respondents in the organization. Based on the analysis 13% had worked in the organization for less than 5 years, 28% had worked for the organization for 6-10 years, 23% for 11-15 years while above 15 years was represented by 36%. The study indicated that majority of the respondents had worked in the organization for more than 15 years.

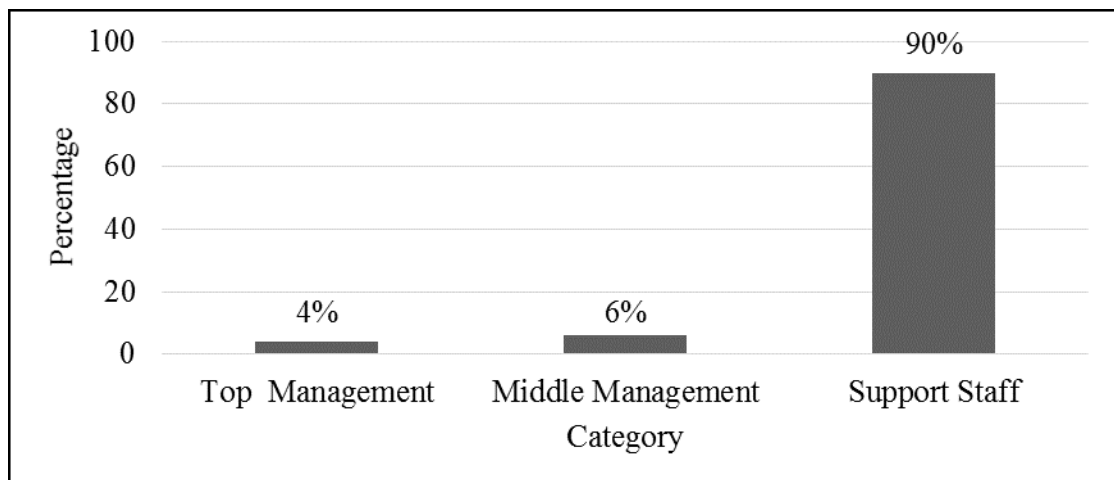
4.2.6 Level of Management

Table 4.6 Level of Management

Category	Frequency	Percentage
Top Management	2	4
Middle Management	3	6
Support Staff	42	90
Total	47	100

Source: Author (2017)

Figure 4.6 Level of Management



Source: Author (2017)

Table 4.6 and figure 4.6 the level of management. Based on the analysis, 4% of the total respondents were from top management, 6% were from middle management while support staff was represented by 90%. From the analysis it can be concluded that all the three levels of management were represented in the study.

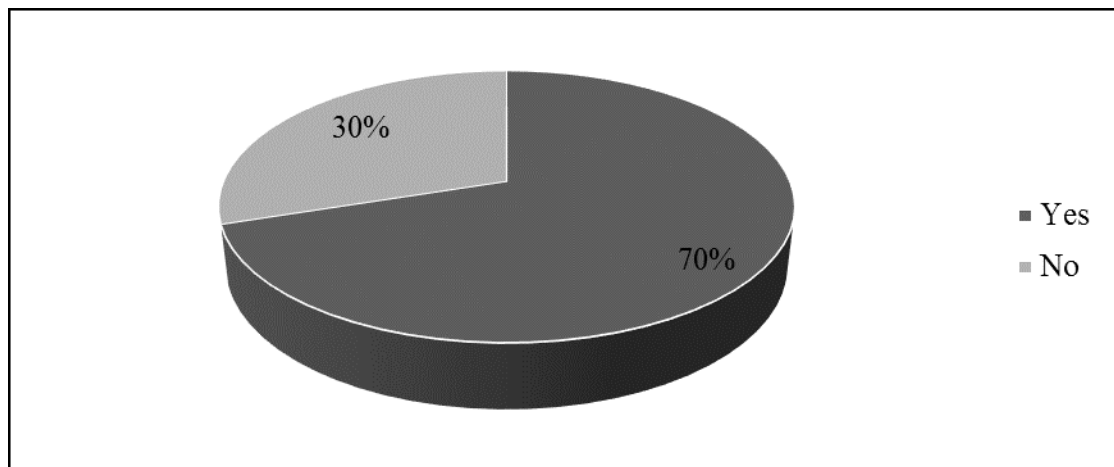
4.2.7 Technology

Table 4.7 Effect of Technology on Quality of Production of Packaging Material

Category	Frequency	Percentage
Yes	33	70
No	14	30
Total	47	100

Source: Author (2017)

Figure 4.7 Effect of Technology on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.7 and figure 4.7 show the effect of technology on quality of production of packaging material in private printing firms. From the analysis, 70% of the total respondents stated that technology affects quality of production of packaging material in private printing firms while 30% said it does not affect.

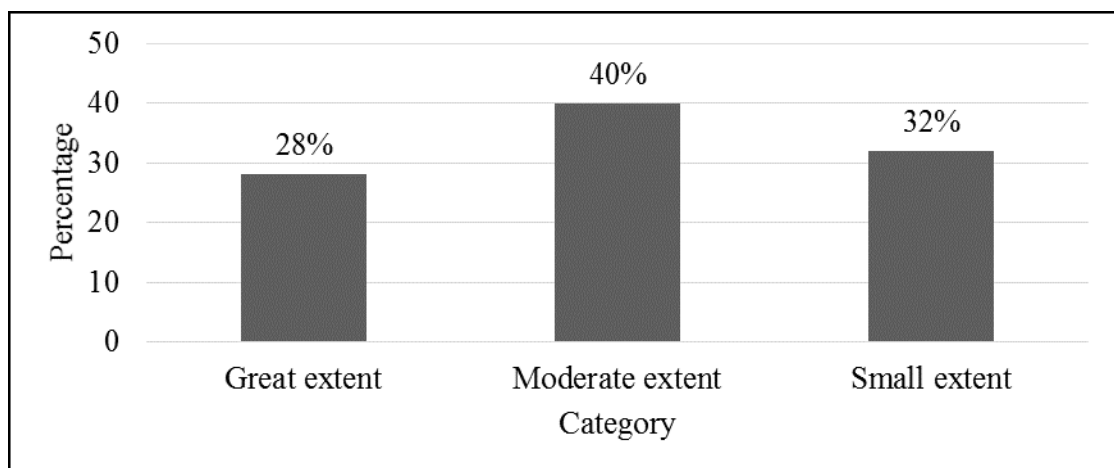
4. 2.8 Technology

Table 4.8 Extent of Technology on Quality of Production of Packaging Material

Category	Frequency	Percentage
Great extent	13	28
Moderate extent	19	40
Small extent	15	32
Total	47	100

Source: Author (2017)

Figure 4.8 Extent of Technology on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.8 and figure 4.8 show the extent to which technology affect quality of production of packaging material in private printing firms. Based on the analysis, 28% of the total respondents stated that it affects at great extent, 40% said it affect at moderate extent while 32% said it affect at small extent. Based on the analysis it can be concluded that technology affect quality of production of packaging material an moderate extent.

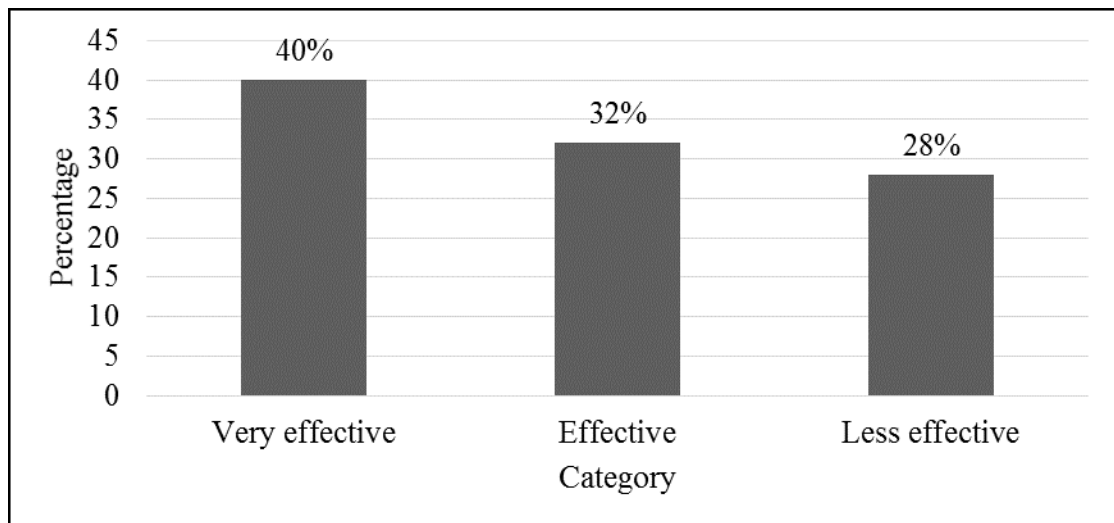
4.2.9 Technology

Table 4.9 Rating of Technology on Quality of Production of Packaging Material

Category	Respondents	Percentage
Very effective	19	40
Effective	15	32
Less effective	13	28
Total	47	100

Source: Author (2017)

Figure 4.9 Rating of Technology on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.9 and figure 4.9 intended to determine how the respondents rated technology on quality of production of packaging material in private firms. Based on the analysis, 40% rated technology as very effective, 32% as effective while 28% rated technology as less effective. Based on the analysis majority rated technology on quality of production of packaging material as very effective.

4.2.10 Technology

Table 4.10 Whether Technology affect Quality of Packaging Materials

1=Less Extent, 2= Low extent, 3=Moderate extent, 4=Great extent, 5=Very great extent

	1	2	3	4	5
Consistency in quality	26%	28%	23%	12%	11%
Employee efficiency	15%	21%	23%	13%	28%
Service delivery	28%	26%	19%	13%	15%
Improved customer satisfaction	19%	15%	23%	13%	30%
Minimizing product rejection	9%	17%	11%	28%	36%

Table 4.10 intended to determine whether technology affects quality of production of packaging material in private printing firms. On whether there is consistency in quality, 26% were of less extent, 28% were of low extent, 23% were of moderate extent, 12% were of great extent while 11% represented very great extent. On whether there is employee efficiency, 15% represented less extent, 21% low extent, 23% moderate extent, 13% great extent while 28% represented very great extent. On whether there is service delivery, 28% represented less extent, 26% represented low extent, 19% represented moderate extent, 13% were of great extent while very great extent was represented by 15%. On whether there is improved customer service, 19% were of less extent, 15% were of low extent, 23% represented moderate extent, 13% great extent while 30% represented very great extent. On whether there is minimizing of product rejection, 9% represented less extent, 17% low extent, 11% moderate extent, 28% great extent while 36% represented very great extent.

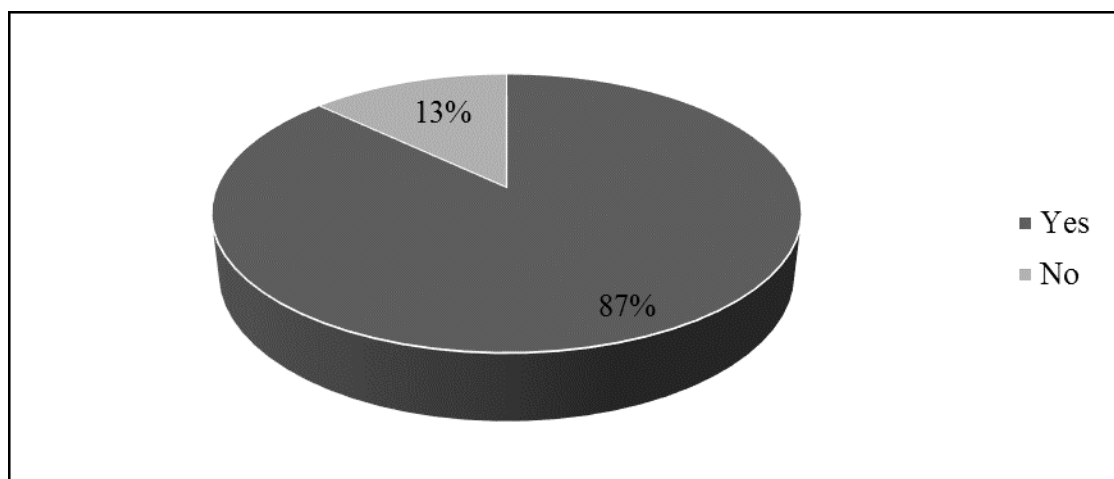
4.2.11 Training

Table 4.11 Effect of Training on Quality of Production of Packaging Material

Category	Frequency	Percentage
Yes	41	87
No	6	13
Total	47	100

Source: Author (2017)

Figure 4.11 Effect of Training on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.11 and figure 4.11 show the effect of training on quality of production of packaging material in private printing firms. According to analysis, 87% of the total response stated that training affects quality of production of packaging material in private printing firms while 13% said it does not affect. Based on the analysis it can be concluded that training affects quality of production of packaging material in private printing firms

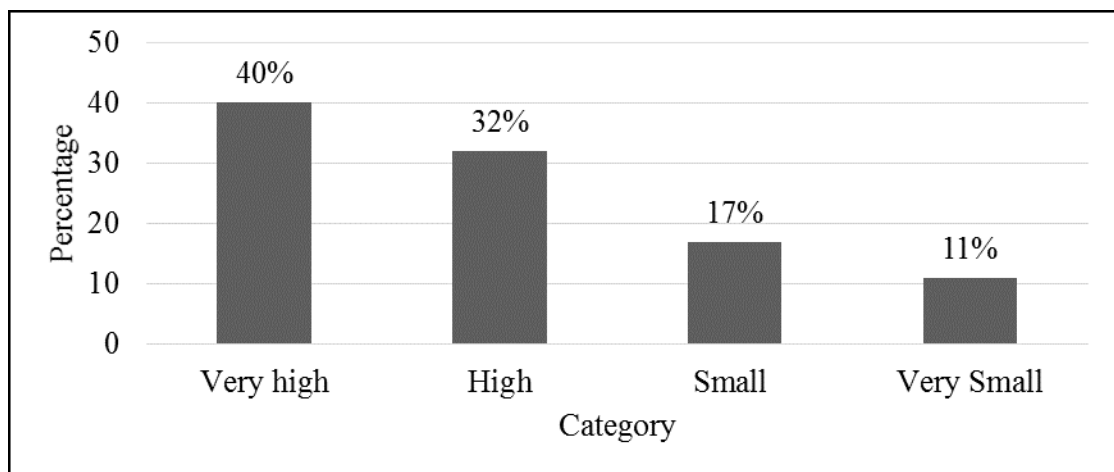
4. 2.12 Training

Table 4.12 Extent of Training on Quality of Production of Packaging Material

Category	Frequency	Percentage
Very high	19	40
High	15	32
Small	8	17
Very Small	5	11
Total	47	100

Source: Author (2017)

Figure 4.12 Extent of Training on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.12 and figure 4.12 show the extent to which training affects quality of production of packaging material in private printing firms. Based on the analysis, 30% of the total respondents stated that it affects at very high extent, 32% said it affects at high extent, 17% said it affects at small extent while 11% said it affects at very small extent. From the analysis it can be concluded that training affects quality of production of packaging material in private firms.

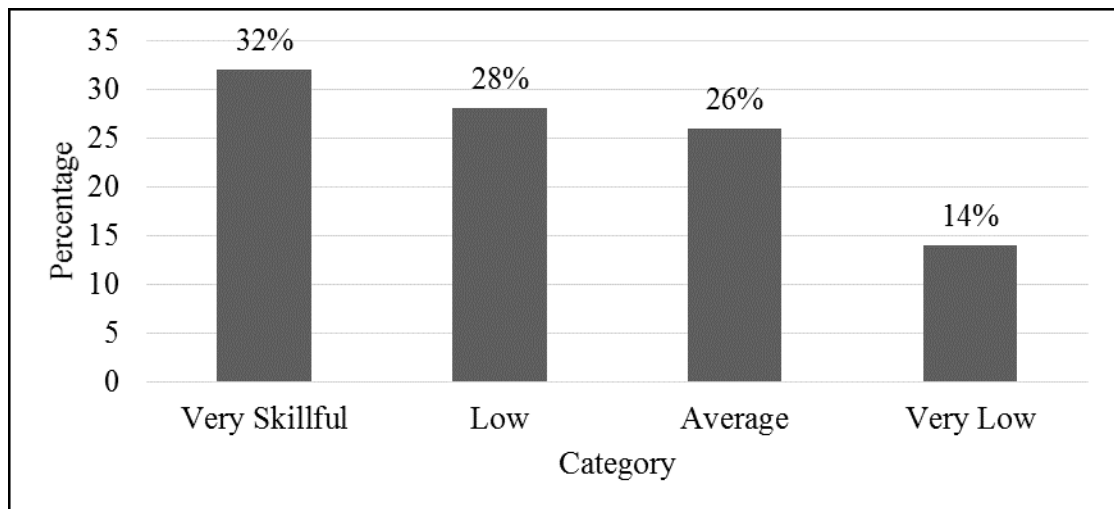
4.2.13 Training

Table 4.13 Rating of Training on Quality of Production of Packaging Material

Category	Respondents	Percentage
Very Skillful	15	32
Low	13	28
Average	12	26
Very Low	7	14
Total	47	100

Source: Author (2017)

Figure 4.13 Rating of Training on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.13 and figure 4.13 intended to determine the how the respondents rated skills of employee on quality of production of packaging materials in private printing firms. Based on the analysis, 32% was rated as very skillful, low was represented by 28%, average was represented by 26% while very low was represented by 14%. From the study it can be concluded that most of the respondents rated the skills as very skillful

in the organization.

Tabel 4.14 Rating of Training on Quality of Production of Packaging Material

1=Less Extent, 2= Low extent, 3=Moderate extent, 4=Great extent, 5=Very great extent

		1	2	3	4	5
1	Consistency in quality	9%	17%	11%	34%	29%
2	High employee productivity	6%	28%	15%	26%	32%
3	Service delivery	9%	15%	17%	32%	28%
4	Improved customer satisfaction	11%	9%	17%	29%	34%
5	Efficiency	6%	15%	26%	32%	28%

Table 4.14 indicates how the respondents rated training on quality of production of packaging materials in private printing firms. On whether there is consistency in quality, 9% indicated less extent, 17% low extent, 11% moderate extent, 34% great extent while 29% represented very great extent. On whether there is high employee productivity, 6% represented less extent, 28% low extent, 15% moderate extent, 26% great extent while very great extent was represented by 32%. On service delivery, 9% rated it as less extent, 15% as low extent, 17% as moderate, 32% as great extent and 28% as very great extent. On improved customer satisfaction, 11% rated it as less extent, 9% as low extent, 17% as moderate, 29% as great extent while 34% rated it as very great extent. Efficiency was rated as less extent represented by 6%, 15% low extent, 26% as moderate extent, 32% as great extent while very great was represented by 28%.

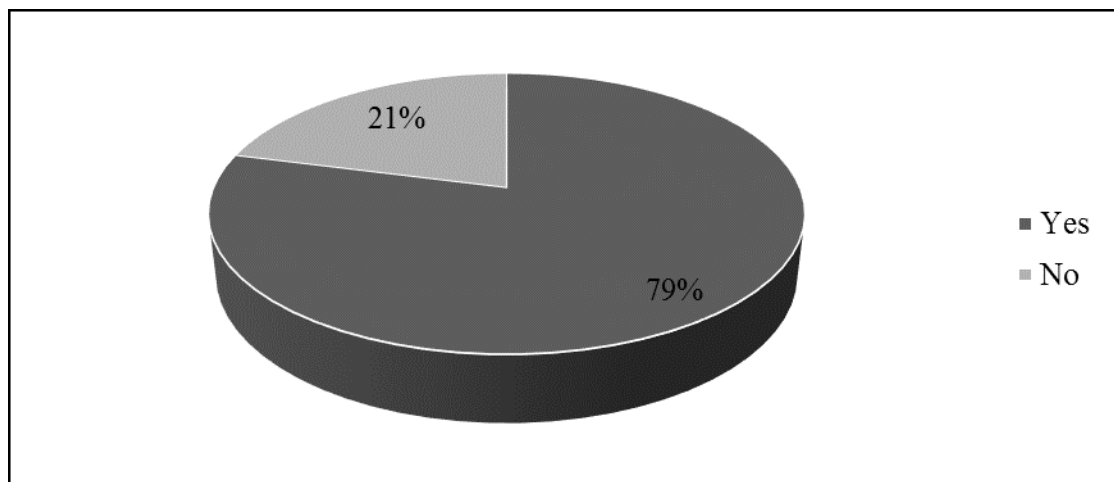
4.2.15 Government Policy

Table 4.15 Effect of Government on Quality of Production in Packaging Material

Category	Frequency	Percentage
Yes	37	79
No	14	21
Total	51	100

Source: Author (2017)

Figure 4.15 Effect of Government Policy on Quality of Production in Packaging Material



Source: Author (2017)

The presentation shown on table 4.15 and figure 4.15 indicates the study analysis on effect of government policy on quality of production of packaging material in private printing firms. Based on the analysis, 79% of the total respondents stated that it affect quality of production of packaging material while 21% said it does not affect. Based on the study it can be concluded that government policy affects quality of production of packaging material in private printing firms.

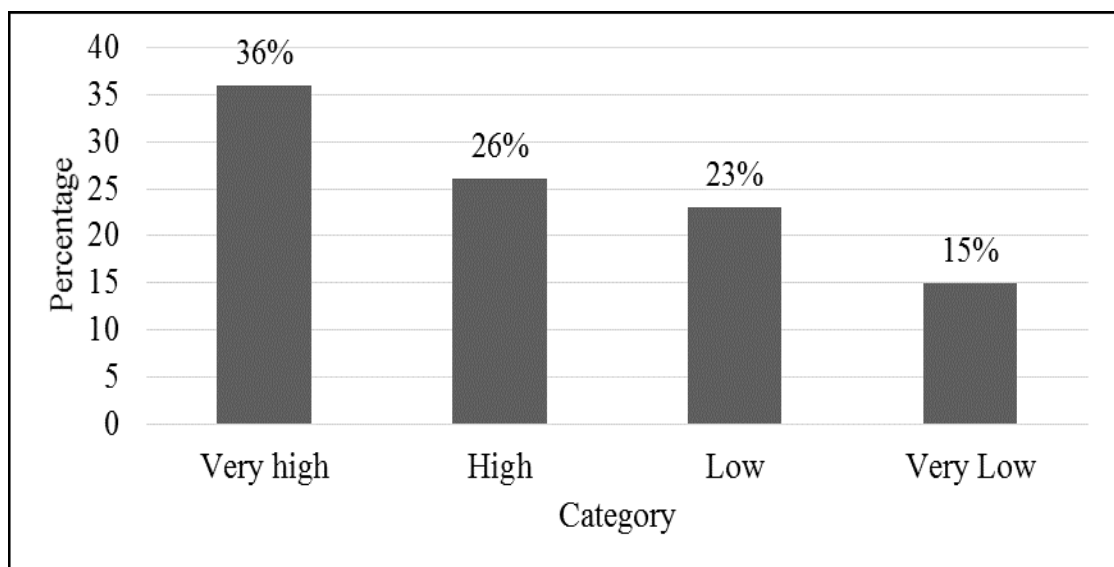
4.2.16 Government Policy

Table 4.16 Extent of Government Policy on Quality of Production on Packaging Materials.

Category	Frequency	Percentage
Very high	17	36
High	12	26
Low	11	23
Very Low	7	15
Total	47	100

Source: Author (2017)

Figure 4.16 Extent of Government Policy on Quality of Production on Packaging Materials



Source: Author (2017)

Table 4.16 and figure 4.16 shows the extent to which government policy affects quality of production of packaging material in private printing firms. Based on the analysis, 36% of the total respondents stated that it affects at very high extent, 26% said it affects at high extent, 23% said it affects at low extent while 15% said it affects at very low extent. Based on the analysis it can be concluded that government policy affects quality of production of packaging material in private printing firms at very high extent.

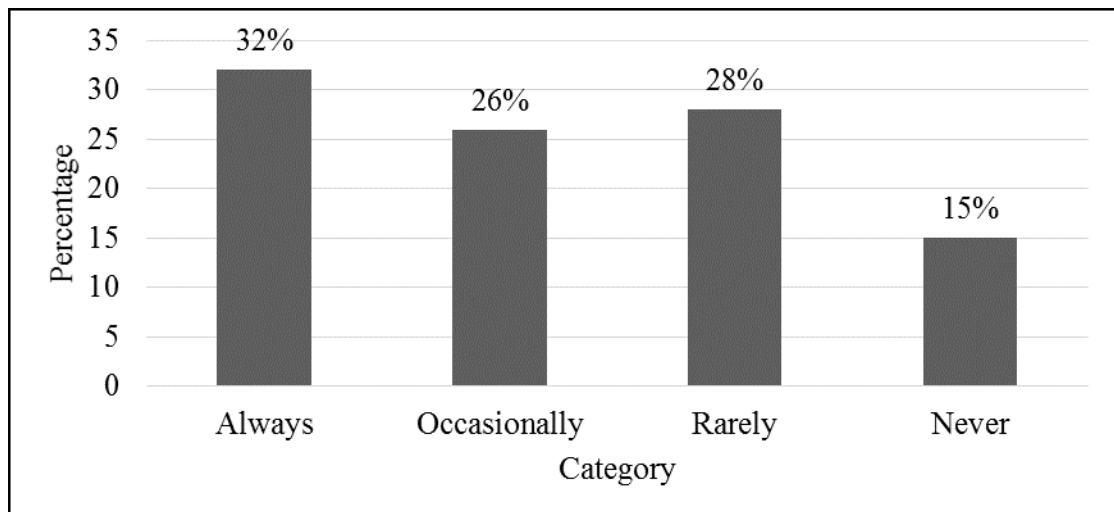
4.2.17 Governemnt Policy

Table 4.17 Whether Rules and Regulation Set by the Government are followed

Category	Frequency	Percentage
Always	15	32
Occasionally	12	26
Rarely	13	28
Never	7	15
Total	47	100

Source: Author (2017)

Figure 4.17 Whether Rules and Regulation Set by the Government are followed



Source: Author (2017)

The presentation indicated on table 4.17 and figure 4.17 intended to determine whether rules and regulations are followed in the organization, 32% stated rules are followed always, 26% represented occasionally, 28% represented rarely while never was represented by 15%.

Table 4.18 Extent of Government Policy on Quality of Production of Packaging Material 1=Less Extent, 2= Low extent, 3=Moderate extent, 4=Great extent, 5=Very great extent

		1	2	3	4	5
1	Restrictions in import affects Consistency in quality	11%	13%	17%	23%	36%
2	The factory act on Environmen Health and Safety improves productivity	9%	13%	15%	23%	40%
3	KEBS satification ensures quality consistency	6%	13%	19%	30%	32%
4	Packaging materials for food items inspected by the government at entry Improves customer satisfaction	9%	15%	12%	34%	30%
5	Tax exemption on cartons reduces operation costs which is ploughed back to buying high quality raw materials	9%	13%	15%	19%	44%

Table 4.18 intended to analyse the extent to which respondents indicated how government policy affect quality of production of packaging material. On whether the restrictions in imports affects consistency in quality, 36% said it affects at very great extent, 23% said it affect at great extent, 17% said it affect at moderate extent, 13% said it affect at low extent while 11% said it affect at low extent. On whether the Factory Acts on Environmen Health and Safety improves productivity, 40% said it improves productivity at very great extent, 23% said it affect at great extent, 15% said it affect at moderate extent, 13% said it affect at low extent while 9% said it affect at a less extent. On whether KEBS certification ensures quality consistency, 32% were of very great extent, 30% great extent, 19% moderate extent, 13% at lower extent while 9% represented less extent.

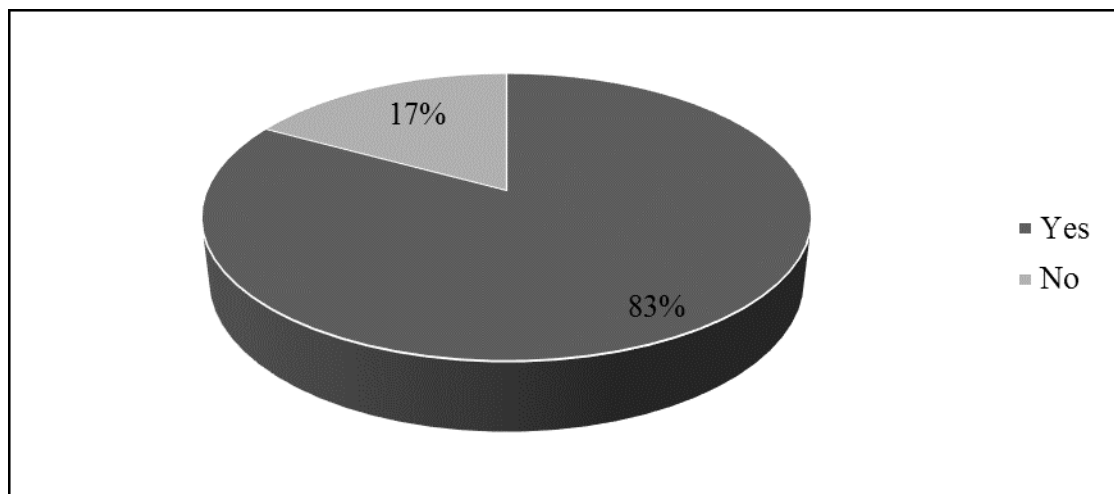
4.2.19 Raw Material

Table 4.19 Effect of Raw Material on Quality of Production of Packaging Material

Category	Frequency	Percentage
Yes	39	83
No	8	17
Total	47	100

Source: Author (2017)

Figure 4.19 Effect of Raw Material on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.19 and figure 4.19 represents the findings on effect of raw material on quality of production of packaging material in private printing firms. According to the study findings, 83% of the total respondents stated that raw material affects quality of production of packaging material in private printing firms while 17% said it does not affect. Based on the study findings it can be concluded that raw materials affects quality of production of packaging material in private printing firms

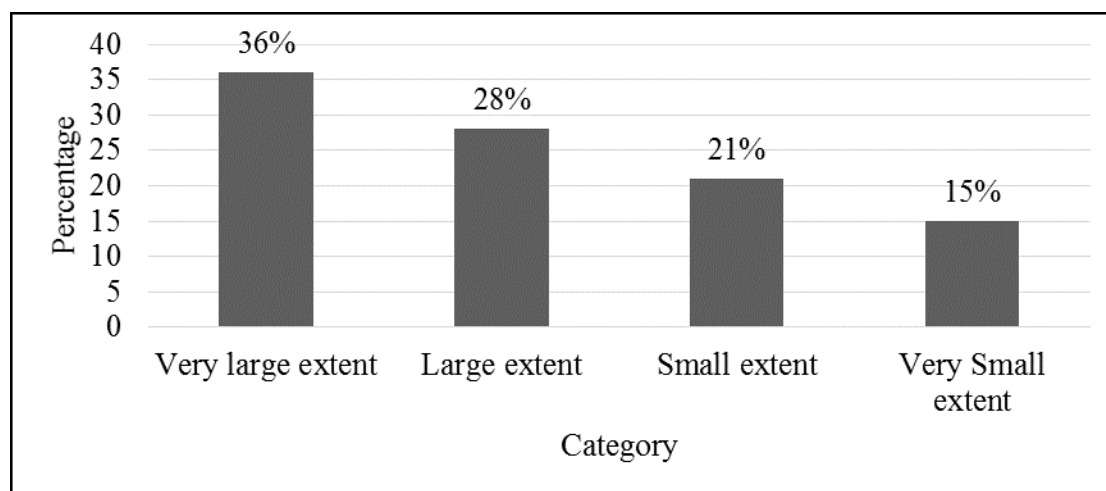
4.2.20 Raw Material

Table 4.20 Extent of Raw Material on Quality of Production of Packaging Material

Category	Frequency	Percentage
Very large extent	17	36
Large extent	13	28
Small extent	10	21
Very Small extent	7	15
Total	47	100

Source: Author (2017)

Figure 4.20 Extent of Raw Material on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.20 and figure 4.20 represent the findings on extent to which raw material affects quality of production of packaging material in private printing firms. Based on the analysis, 36% of the total respondents stated that it affects at very large extent, 28% said it affect at large extent, 21% said it affect at small extent while 15% said it affect at very small extent. Based on the analysis it can be concluded that raw material affects quality of production of packaging material in private printing firms at very large extent.

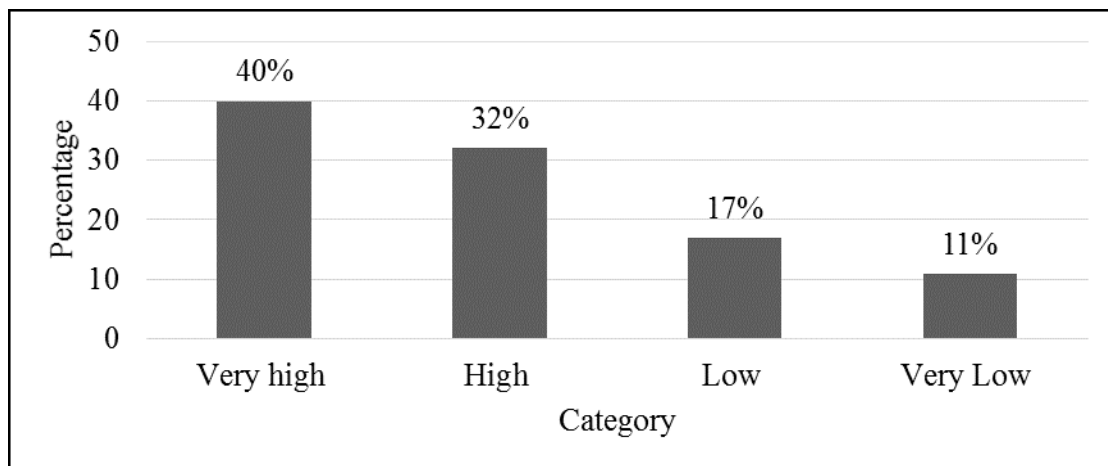
4.2.21 Raw Material

Table 4.21 Rating of Raw Material on Quality of Production of Packaging Material

Category	Frequency	Percentage
Very high	19	40
High	15	32
Low	8	17
Very Low	5	11
Total	47	100

Source: Author (2017)

Figure 4.21 Rating of Raw Material on Quality of Production of Packaging Material



Source: Author (2017)

Table 4.21 and figure 4.21 represent the findings on how the respondents rated raw material on quality of production of packaging material in private printing firms. According to the analysis, 40% rated raw material as very high, 32% as high, 17% as low and 11% as very low. From the study it can be concluded that majority of the respondents rated raw material on effects of quality of production of packaging material in private printing firms as very high.

4.2.22 Raw Material

Table 4.22 Rating of Raw Material on Quality of Production of Packaging Material 1=Less Extent, 2= Low extent, 3=Moderate extent, 4=Great extent, 5=Very great extent

	1	2	3	4	5
Consistency in quality of raw materials	17%	21%	23%	28%	32%
Maintaining single supplier of raw materials with same specifications	11%	17%	15%	23%	34%
Quality raw materials saves time on delivery to customers	9%	13%	19%	28%	32%
Quality raw materials ensure quality products	4%	17%	14%	36%	28%
Sourcing of quality raw materials reduces waste and ensure quality continuity	6%	13%	19%	23%	38%

Table 4.22 indicates the rating of raw material on quality of production of packaging material in private printing firms. On whether there is consistency in quality of raw materials, 17% of the total respondents rated it as less extent, 21% as low extent, 23% as moderate extent, 28% as were of great extent while 32% were of very great extent. On whether they maintain single supplier of raw materials with same specifications, 11% were of less extent, 17% were of low extent, 15% as moderate extent, 23% as great extent while 34% as very great extent. On whether the quality raw materials ensure quality products, 4% were of less extent, 17% were of low extent, 14% as moderate extent while, 36% as great extent while very great extent was represented by 28%. On whether sourcing of quality raw materials reduces waste and ensure quality continuity, less extent was represented by 6%, 13% was represented by low extent, 19% represented moderate extent, 23% represented great extent while 38% represented very great extent.

4.3 Chapter Summary

This chapter has discussed the data collected from the response in relation to research objectives and questions. It contains the response rate, qualitative analysis and quantitative analysis. Presentation of data analyzed has been presented using pie chart tables and bar charts.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter entails presentation of findings from the completed research study, the conclusion and the recommendations that are considered relevant for this organization to adopt.

5.2 Summary of the findings

5.2.1 To what extent does Technology affects Quality of Production of Packaging Material ?

According to study findings on extent to which technology affects quality of production of packaging material in printing firms, 28% said it affects at great extent, 32% said it affects at moderate extent while 40% said it affects at small extent.

5.2.2 To what extent does Training affect Quality of Production of Packaging Material?

According to study findings on whether training affects quality of production of packaging material in printing firms, 40% said it affect at very high extent, 32% said it affect at high extent, 17% said it affect at small extent while 11% said it affects at very small extent.

5.2.3 To what extent does Government Policy affect Quality of Production of Packaging Material?

According to the study findings on how training affects quality of production of packaging material in printing firms, 36% said it affects at very high extent, 26% said it affects at high extent, 23% said it affects at small extent while 15% said it affects at very small extent.

5.2.4 To what extent does Raw Material affect Quality of Production of Packaging Material?

According to the study findings on extent to which raw material affects quality of production of packaging material in printing firms, 36% said it affects at very large

extent, 28% said it affects at large extent, 21% said it affects at small extent while 15% said it affects at very small extent.

5.3 Conclusions

The study findings indicated that technology affects quality of production of packaging material in private printing firms. Majority of the respondents stated that the organization lacked modern technology in some departments which greatly affected the quality of production of packaging material in private printing firms.

Training affects quality of production of packaging material in private printing firms. The response indicated that employees were never trained in the organization and thus lacked the skills to perform their duties which greatly affected quality of production of packaging material in private printing firms.

Government policy affects quality of production of packaging material in private printing firms. The response indicated that rules and regulations can further be improved to enhance on quality production of packaging materials.

Raw material affects quality of production of packaging material in private printing firms. The respondents indicated that the quality of raw materials was not up to the standard and this affected quality of production of packaging material in private printing firms.

5.4 Recommendations

5.4.1 Technology

The research study recommends the organization should acquire modern technology which will facilitate effective quality management. The organization should adopt quality management programs to improve their operation's efficiency and market competitiveness.

5.4.2 Training

The study recommends that employees should have the skills to perform their duties. They should have the skills to accurately handle quality of production of packaging materials in printing firms. The staff should attend training to acquire the skills which will be of significance to their day to day activities.

5.4.3 Government Policy

The researcher recommends that the organizations should be aware of the rules and regulations which govern quality of production. This will ensure that there is quality production of packaging material in the private sector. The rules which are implemented by KEBS should be followed.

5.4.4 Raw Material

The study recommends that the organization should source their material from approved suppliers and the materials should be of high quality. The organization should ensure that they maintain suppliers who supply materials which are of quality and quantity and they should observe lead time.

5.5 Suggestions for Further Study

The study was carried to investigate factors affecting quality of production of packaging material in private printing firms. The researcher suggests that further study should be carried on the same topic with different variables such as, organizational structure and employee competence and come up with more findings. The study should target a wider population and focus on other industry in the sector.

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APPENDIX I

Introduction Letter

JEREMIAH ODHIAMBO AMUKOA,
P. O BOX 401,
LUANDA,
23RD JUNE,2017

THE PRODUCTION MANAGER,
EURO PACKAGING LTD,
P.O BOX 589-00606,
NAIROBI.

Dear Sir,

RE: REQUEST FOR PERMIT TO CONDUCT A RESEARCH

I wish to inform your office that I am a student at the Management University of Africa undertaking a course in Bachelor in Business Management and Leadership (Business Management Option). Im in the process of carryng out a research purely for academic reasons as from June to December 2017. I hereby request your permission to conduct in your organization.

I promise that all the aspects of your organization will be treated with utmost confidentiality.

Yours faithfully

J.O. Amukoa

APPENDIX II

QUESTIONNAIRE

For each of the question below, please tick in the space provided for the answer that describes your opinion

SECTION I: GENERAL INFORMATION

1. Gender
Male ☐ Female ☐
2. Age Category
20-30 ☐ 31-40 ☐ 41-50 ☐ Above 50 years ☐
3. Highest Academic Qualification:
Primary ☐
Secondary ☐
Diploma ☐
Degree ☐
Others ☐
4. Experience Level
Less than 5 years ☐ 6 – 10 years ☐
11 – 15 years ☐ Above 15 years ☐
5. Level of Management
Top Mangement ☐
Middle Management ☐
Support Staff ☐

SECTION II: TECHNOLOGY

1. Does technology affects quality of production of packaging material in private printing firms?
Yes ☐ No ☐
2. To what extent does technology affects quality of production of packaging material in private printing firms?
Great extent ☐ Moderate extent ☐
Small extent ☐

3. How do you rate the level of technology on quality of packaging material in private printing firms?

Very Effective ☐ Less Effective ☐
 Effective ☐

4. Rate by ticking between 1-5 to what extend technology affects the following quality parameters of packaging materials in private printing firms? (1 = To less extend, 5 = To great extend)

		1	2	3	4	5
1	Consistency in quality					
2	Employee efficiency					
3	Service delivery					
4	Improved customer satisfaction					
5	Minimizing product rejection					

SECTION III: TRAINING

1. Does training affect quality of production of packaging material in private printing firms?

Yes ☐ No ☐

2. How would you rate training on quality of production of packaging material in private printing firms?

Very high ☐ High ☐
 Small ☐ Very small ☐

3. How do you rate the skills of employees who are involved in quality production of packaging materials in private printing firms?

Very Skillful ☐ Low ☐
 Average ☐ Very Low ☐

4. Rate by ticking between 1-5 to what extent do training affect the following quality parameters of packaging materials in private printing firms? (1 = To less extend, 5 = To great extend)

		1	2	3	4	5
1	Consistency in quality					
2	High employee productivity					
3	Service delivery					
4	Improved customer satisfaction					
5	Efficiency					

SECTION IV: GOVERNMENT POLICY

1. Does government policy affect quality of production of packaging material in private printing firms?

Yes ☐ No ☐

2. To what extent does government policy affects quality of production of packaging material in private printing firms?

Very high ☐ High ☐
Low ☐ Very low ☐

3. How often are rules and regulation set by the government reviewed in the organization on quality o fproduction of packaging materials ?

Always ☐ Rarely ☐
Occasionally ☐ Never ☐

4. Rate by ticking between 1-5 to what extent Government policy affects the following quality parameters of packaging materials in private printing firms? (1 = To less extend, 5 = To great extend)

		1	2	3	4	5
1	Restrictions in import affects Consistency in quality					

2	The factory act on Environment Health and Safety improves productivity					
3	KEBS satisfaction ensures quality consistency					
4	Packaging materials for food items inspected by the government at entry Improves customer satisfaction					
5	Tax exemption on cartons reduces operation costs which is ploughed back to buying high quality raw materials					

SECTION V: RAW MATERIAL

1. Does raw material affects quality of production of packaging material in private printing firms?

Yes ☐ No ☐

2. To what extent does raw material affects quality of production of packaging material in private printing firms?

Very large extent ☐ Large extent ☐
Small extent ☐ very small extent ☐

3. How do you rate the quality of raw materials used in quality of production of packaging material in private printing firms?

Very high ☐ Low ☐
High ☐ Very Low ☐

4. Rate by ticking between 1-5 to what extend raw material affect the following quality parameters of packaging materials in private printing firms? (1 = To less extend, 5 = To great extend)

		1	2	3	4	5
1	Consistency in quality of raw materials					
2	Maintaining single supplier of raw materials with same specifications					
3	Quality raw materials saves time on delivery to					

	customers					
4	Quality raw materials ensure quality products					
5	Sourcing of quality raw materials reduces waste and ensure quality continuity					

THANK YOU FOR YOUR COOPERATION